UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

January 3, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Effective Position Management and Classification

Recently, copies of Civil Service Commission Bulletin 250-7 were distributed. It contained a memorandum from the President which requires us to reexamine our position management and classification systems, "to ensure that they are operating effectively and in full compliance with applicable laws and regulations." Related to this, we have been reminded in the past about the problems of "grade creep" and "average grade increase" with no apparent results. The average grade in the Department was 7.5 in 1968, 7.8 in 1972, and 8.6 in 1976. This concerns me very greatly because the trend has not been stabilized or reversed.

Some actions and conditions in the Department run counter to the principles of sound position management and economical classification administration. We must turn this around. Agency Heads, line managers and supervisors should initiate action to exercise more and better management control and to correct all positions either improperly described or inaccurately classified. The Office of Personnel will issue new guidelines for position management and classification administration and establish an intensive evaluation program in collaboration with the Civil Service Commission.

I am committed to ensure the integrity of our position management and classification systems. Every constructive effort must be made to meet the President's objectives.

John A. Knebel
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

January 4, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

San Isabel National Forest Grazing Advisory Board

The San Isabel National Forest Grazing Advisory Board is hereby renewed for a 2-year period. Renewal is in the public interest in connection with duties imposed upon the Department by law.

This is a local advisory board established by the Secretary of Agriculture on March 5, 1975, under his own authority (36 CFR 231.10). Its purpose is to provide National Forest System grazing permittees a means for expressing their recommendations concerning the management and administration of the range resources of the National Forest System.

The function of Grazing Advisory Boards cannot be performed by the Forest Service, nor by other existing advisory committees. These boards are needed to provide a common understanding between permittees and Forest Officers on program planning and management objectives that might otherwise have to be resolved through administrative appeal procedures. It is more effective and efficient for the Forest Service to deal with elected Grazing Advisory Boards rather than with up to 400 permittees from within a designated grazing area which one board represents. Advisory boards may also consider the complaints and appeals of the grazing permittees they represent and make recommendations thereon.

It has, therefore, been determined that renewal of the San Isabel National Forest Grazing Advisory Board for an additional 2-year period is necessary and in the public interest in connection with the performance of duties imposed on the Forest Service by law.

In order to obtain equitable representation of all grazing permittees in the area for which the board is established, regulation 36 CFR 231.10 provides that board members be elected by the grazing permittees in the area for which such board is established. Membership is limited to 3-12 members. A chairman is elected by the board from among its membership. The Forest Supervisor shall recognize the duly elected board and preside over each meeting, with authority to adjourn if in the public interest.

A separate charter will be prepared and filed for the board in compliance with Public Law 92-463.

Paul A. Vander Myde

PAUL A. VANDER MYDE
Deputy Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

January 19, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Administrator,
Farmers Home Administration

Effective January 19, 1977, Frank W. Naylor, Jr., is designated as Acting Administrator, Farmers Home Administration.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C, 20250

January 28, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Department Equal Employment Opportunity Plan for FY 1977

Attached is a copy of the Department Equal Employment Opportunity Plan for fiscal year 1977 which has been approved by the Civil Service Commission. This plan covers the period from October 1, 1976, to September 30, 1977.

This Plan requires EEO Officials at all levels to take specific actions to strengthen the Department's Equal Employment Opportunity Program. As your agency's EEO Officer, you, along with me, are responsible for the action items in both the Department's Plan and your agency's Plan. Please review this Plan carefully and assure that all required actions are carried out.

If you have any questions or wish to offer additional suggestions for progress beyond those already included in our Plan, please don't hesitate to call on me. As Director of EEO, I want this year to be a year of progress and marked achievement. I will be calling on you from time to time for your enthusiastic support. Working together, I'm convinced we can realize great strides.

J. PAUL BOLDUC
Assistant Secretary for Administration
and
Director, Equal Employment Opportunity

Attachment

EQUAL EMPLOYMENT OPPORTUNITY PLAN

U.S. Department of Agriculture
14th and Independence Avenue, S.W.
Washington, D.C. 20250

(For Period October 1, 1976, to September 30, 1977)

11-2-76

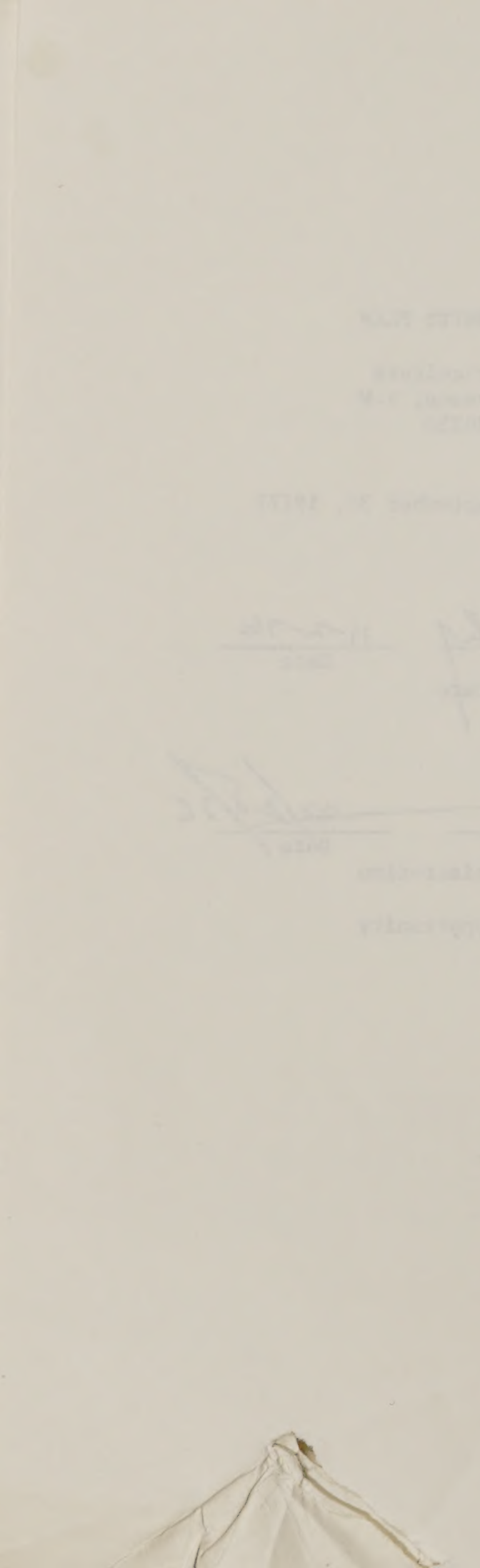
JOHN A. KNEBEL
(Acting) Secretary of Agriculture

Date

12/28/76

J. PAUL BOLDUC
Assistant Secretary for Administration
and
Director, Equal Employment Opportunity

Date



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ATTACHMENTS:

1. USDA Departmental Personnel Manual, Chapter 713 - Equal Employment Opportunity
2. One-sheet Outline of EEO Complaint System
3. USDA Permanent Full-time Employment as of December 20, 1975
4. Major Occupational Statistics
5. Projected Hiring Statistics for Major Occupations
6. USDA Departmental Personnel Manual, Chapter 411 - Upward Mobility
7. Worker-Trainee Opportunities National Plan

PART A. INTRODUCTION

I. Policy and Organization

a. EEO Policy.

See Attachment 1 for U.S. Department of Agriculture's DPM Chapter 713.

b. USDA EEO Organizational Structure.

1. Department Level EEO Officials

Director of Equal Employment Opportunity. The Assistant Secretary for Administration is the Director of EEO. The Director of EEO sets policy direction for the Department's EEO Program, issues final decisions on individual EEO complaints not resolved informally or at the Agency level, and issues all decisions on third-party discrimination complaints. The Director of EEO approves all major regulations on the EEO Program, including the Department's EEO Plan, all Agency EEO Plans, and all Agency Upward Mobility Programs.

Director of Personnel. Offices under the Director of Personnel perform all EEO staff work for the Director of EEO. This includes preparing plans, regulations, and operating instructions on the USDA EEO Program, processing formal EEO complaints for the Director of EEO, and evaluating the overall effectiveness of the EEO Program in the Department.

Equal Employment Opportunity Staff. The EEO Staff is located in the Office of Personnel and performs EEO staff work. The Staff consists of the Federal Women's Program Coordinator, the Spanish Speaking Program Coordinator, and two EEO Specialists. They handle special emphasis programs, discrimination complaints, and Affirmative Action Plans. In addition, the Staff provides guidance and direction to Agency EEO Personnel.

Federal Women's Program (FWP) Coordinator. The Federal Women's Program Coordinator is a member of the Equal Employment Opportunity Staff in the Office of Personnel. This Coordinator works with the other EEO officials on the development, implementation, and review of the Department's EEO Program to assure that the concerns of women are adequately covered. The Federal Women's Program Coordinator also provides advice and guidance to the Agency FWP Coordinators.

Spanish Speaking Program (SSP) Coordinator. The Spanish Speaking Program Coordinator is a member of the Equal Employment Opportunity Staff in the Office of Personnel. This Coordinator works with the other EEO officials on the development, implementation, and review of the Department's EEO Program to assure that the concerns of the Spanish-Speaking are adequately covered. The Spanish Speaking Program Coordinator also provides advice and guidance to the Agency SSP Coordinators.

Upward Mobility Coordinator. The Upward Mobility Coordinator is the Chief of the Career Development Division in the Office of Personnel. His functions include responsibility for the USDA Upward Mobility Program, review of Agency Upward Mobility Programs, and advice on Upward Mobility to the Secretary of Agriculture.

Office of Investigation. The Office of Investigation conducts all investigations of EEO complaints for the Department of Agriculture and such special investigations of EEO matters as requested by the Director of EEO.

Departmental EEO Committee. A committee composed of representatives from USDA Agencies and employee groups, which reports to the Director of Equal Employment Opportunity and advises him on matters of concern in the equal employment opportunity areas.

Upward Mobility Board. The Upward Mobility Board is an advisory board composed of three Assistant Secretaries, the Director of Personnel, the Director of the Office of Equal Opportunity, the USDA Federal Women's Program Coordinator, the USDA Spanish Speaking Program Coordinator, and employee representatives. The Board reviews the operation of the Upward Mobility Program.

2. Agency Level EEO Officials

Equal Employment Opportunity Officers (EEOO's).

Each Agency Head is the Equal Employment Opportunity Officer for his Agency. Each EEOO is responsible for the proper implementation of the EEO Program within his Agency, including the development of an Agency EEO Plan for the year. In EEO matters, the EEOO reports to and receives direction from the Director of EEO.

EEO Coordinators. Each Agency with 1,000 or more permanent full-time employees has designated a full-time EEO Coordinator. Smaller Agencies have

part-time EEO Coordinators. EEO Coordinators serve as the principal staff officer for the EEO Officer in the development of the Agency EEO Program.

Agency Federal Women's Program Coordinators. Each Agency has designated a Federal Women's Program Coordinator. These Coordinators work with the EEO Coordinators and other Agency EEO officials in the development and implementation of the Agency EEO Program to assure that the concerns of women are adequately covered at headquarters, and in the field. They also provide advice and guidance to field Federal Women's Program Coordinators.

Agency Spanish Speaking Program Coordinators. Each Agency has designated a Spanish Speaking Program Coordinator. These Coordinators work with the EEO Coordinators and other Agency EEO officials in the development and implementation of the Agency EEO Program to assure that the concerns of the Spanish speaking are adequately covered at headquarters and in the field. They also provide advice and guidance to field Spanish Speaking Program Coordinators.

Agency Personnel Officers. Agency Personnel Officers are responsible for working with the Agency EEO Coordinator and other EEO officials on the development and implementation of an effective Agency EEO Program.

EEO Counselors. EEO Counselors are appointed by the Agency after receiving nominations from employees, employee groups, and unions. EEO Counselors serve two-year terms but may be reappointed. Basic training for the Counselors is provided by the Civil Service Commission's training course on EEO Counseling but Agencies are required to supplement this training with training on the Agency personnel system and complaint processing. EEO Counselors work with employees or applicants who contact them with a discrimination complaint and attempt to informally resolve the complaint. If the complaint cannot be resolved, they inform the employees how and where to file formal discrimination complaints.

3. Field Unit EEO Officials

Deputy Equal Employment Opportunity Officers (DEEOO's). The head of each major field organizational unit is designated as a Deputy Equal Employment Opportunity

Officer. The DEEOO is responsible for the development and implementation of a local EEO Program within Department and Agency guidelines. This includes the development of a local EEO Plan which addresses the EEO problems of the unit and a plan of action to promote equal employment opportunity.

Field Federal Women's Program Coordinators. Federal Women's Program Coordinators have been designated for each field unit headed by a DEEOO. These Coordinators work with Agency and local EEO officials in the development and implementation of the local EEO Program to assure that the concerns of women are adequately covered.

Field Spanish Speaking Program Coordinators. Spanish Speaking Program Coordinators have been designated for each field unit headed by a DEEOO. These Coordinators work with Agency and local EEO officials in the development and implementation of the local EEO Program to assure that the concerns of the Spanish-speaking are adequately covered.

4. Others

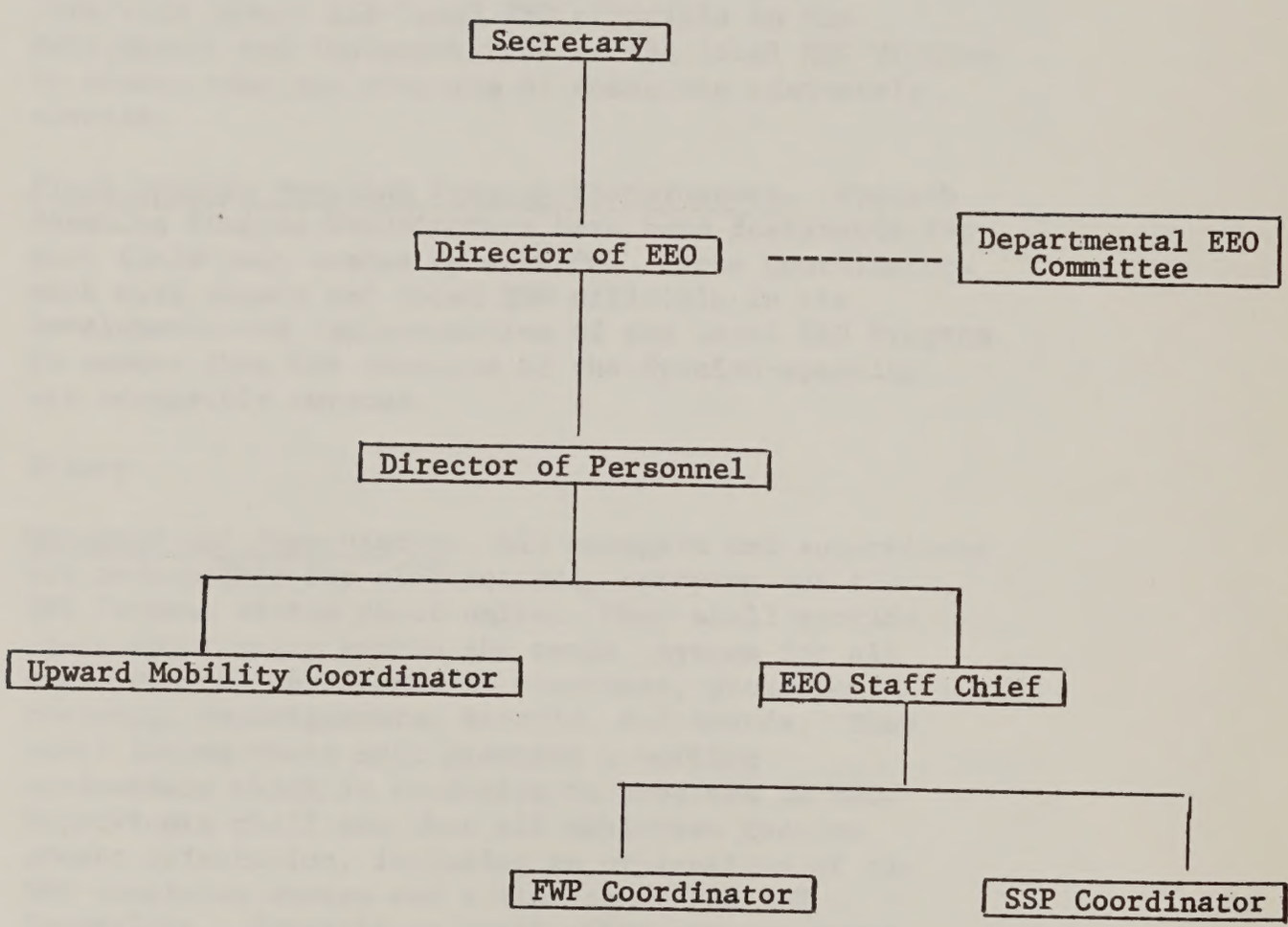
Managers and Supervisors. All managers and supervisors are responsible for affirmatively carrying out the EEO Program within their units. They shall provide equal opportunity within the merit system for all employees and applicants in placement, promotion, training, reassignments, details, and awards. They shall insure their unit provides a working environment which is conducive to progress in EEO. Supervisors shall see that all employees receive proper orientation, including an explanation of the EEO complaint system and a listing of the EEO Counselors. Supervisors shall offer new employees aid in solving housing and transportation problems. Supervisors will offer employees career guidance including advice on training to improve employees' performance in their present jobs and shall, if necessary, refer employees to career counselors for advice on development activities needed to move into another career area.

Unions and Employee Groups. Representatives of unions and employee groups shall serve on the Upward Mobility Board and on the Department's EEO Committee. They shall provide comments and suggestions on the EEO Program and shall serve as one method of keeping employees informed of the EEO Program.

Employees. All employees should keep informed of the EEO Program. They should advise the Federal Women's Program Coordinator, Spanish Speaking Program Coordinator, EEO Coordinator, and EEO Committee members of the issues of concern to them. They should cooperate with EEO Counselors in their attempts to informally resolve discrimination complaints and with investigators working on formal complaints.

EEO ORGANIZATION CHART

DEPARTMENT LEVEL

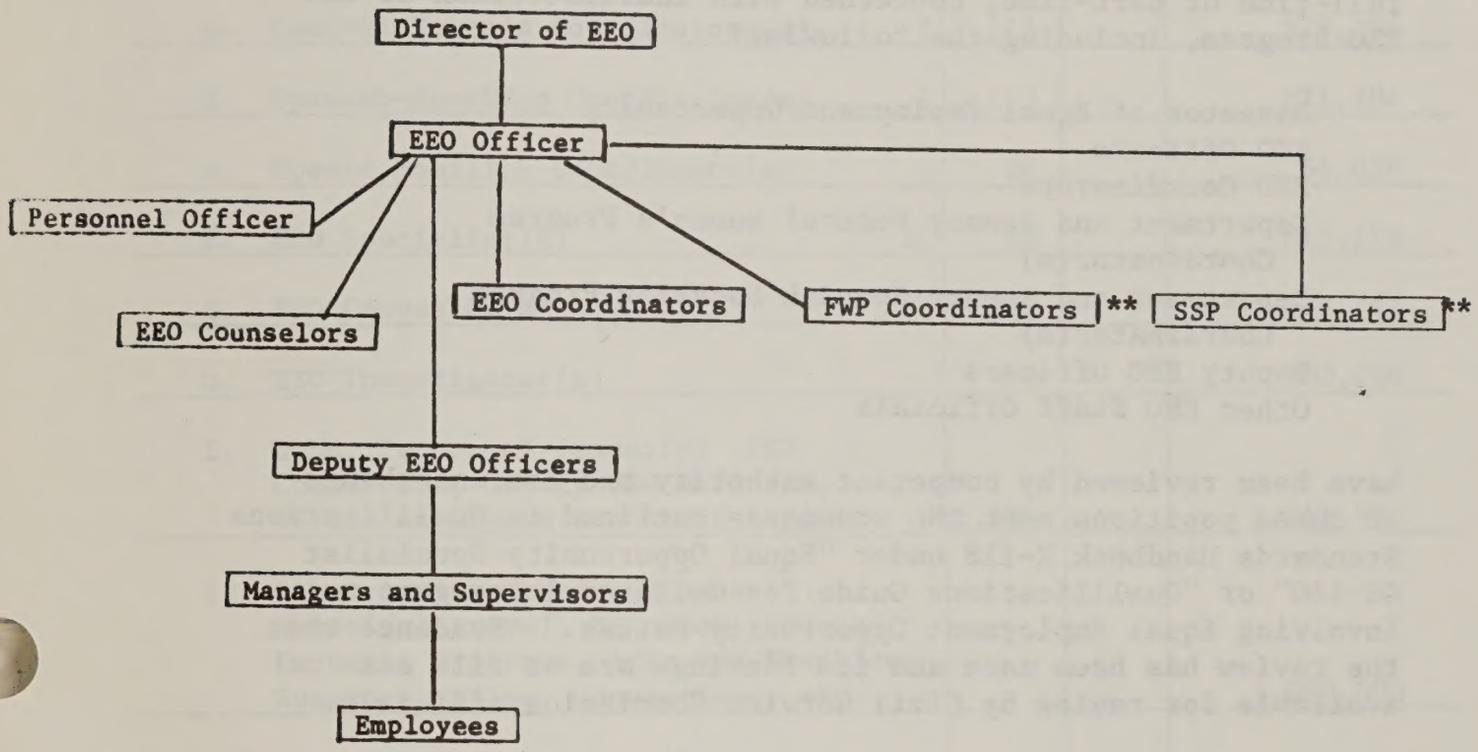


_____ Direct Reporting Line

---------- Advisory Relationship

EEO ORGANIZATION CHART

AGENCY LEVEL



** In APHIS and FS, the Federal Women's Program Coordinator and the Spanish Speaking Program Coordinator report to the EEO Coordinator.

II. Certification of Qualifications of Principal EEO Officials

I certify that the qualifications of all staff officials, full-time or part-time, concerned with administration of the EEO Program, including the following:

Director of Equal Employment Opportunity
EEO Officers
EEO Coordinators
Department and Agency Federal Women's Program Coordinator(s)
Department and Agency Spanish Speaking Program Coordinator(s)
Deputy EEO Officers
Other EEO Staff Officials

have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Opportunity Specialist GS-160" or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file and available for review by Civil Service Commission officials.

J. PAUL BOLDUC
Director, Equal Employment Opportunity

Signature

12/28/76
Date

III. Allocation of Personnel and Resources for EEO*

Program Areas	FT	PT	(d)%	Program Costs
1. EEO Program Administration and Management (a)				
a. EEO Director	--	1	10	3,780
b. EEO Officer(s)	--	28		51,269
c. Federal Women's Coordinators(s)	3	173		373,706
d. Spanish-Speaking Coordinator(s)	2	113		271,704
e. Upward Mobility Coordinator(s)	1	28		54,650
f. EEO Specialist(s)	16	36		515,118
g. EEO Counselor(s)		372		338,762
h. EEO Investigator(s)		50		900,000
i. Other Personnel (specify) EEO Committees, Deputy EEO Officers, Office employees and Staff support	3	1,486		1,549,992
j. Other Administrative Expenses (specify) travel, EEO Week, Special Emphasis Programs, Arts and Graphics, Speakers, Films, Conventions, etc.				3,000,000
2. EEO and Personnel Management Training (c)	--	4,222		950,000
TOTAL	25	6,459		8,108,981

(a) Include all resources associated with general administration of EEO planning, implementation, and evaluation. Indicate the number of personnel and show percentages of time to be spent by part-time staff only.

(b) Include other expenses for EEO programs such as travel, transcripts, all reimbursement fees for EEO Investigators and EEO Complaints Examiners.

(c) Include all costs (travel and per diem when approptiate) for training of persons involved in planning, implementing and evaluating the EEO program. Estimate salary and fringe benefit cost of such persons on the basis of average grade and average duration of training.

(d) When more than one employee has the same responsibility in the program, i.e., counselling, do not show the percent of time spent.

*This chart reflects the entire Department of Agriculture with the exception of the Forest Service whose statistics were unavailable. We estimate that Forest Service should add between $2,000,000 and $3,000,000 to Program Costs. This chart will be updated when figures are available.

PART B. ACCOMPLISHMENT REPORT

I. 1976 Action Plan Items

FY 1976 Action Items	Disposition
1. Organization and resources to effectively administer a positive EEO program, including processing of discrimination complaints and EEO counseling.	
a. Develop handbooks for USDA Federal Women's Program Coordinators (FWPC's) and Spanish Speaking Program Coordinators (SSPC's) on the special emphasis areas.	Handbooks are in the process of being developed. A draft of the FWPC Handbook has been completed and the SSPC Handbook is outlined and about to go into the draft stage.
b. (1) Meet with Agency Federal Women's Program and Spanish Speaking Program Coordinators to define projects in special emphasis areas for the fiscal year. (2) Communicate defined projects to field FWPC's and SSPC's.	The Department Federal Women's Program and Spanish Speaking Program Coordinators held monthly meetings with their respective Agency Coordinators. Several Agencies defined projects for their areas which involved field Coordinators.
c. Study the effectiveness of the current EEO Committee structure (Department, Agency, and field) as a means of obtaining employee input in the USDA EEO Program.	A study was conducted of Agency and field EEO Committees. The results indicated that most EEO Committees have not been an effective part of USDA EEO Program and recommended that the Department no longer require Agencies and field units to establish Committees. Although EEO Committees would no longer be required, those Agencies who wish to retain them may do so. The study generated much comment and the Director of EEO has not made a final decision on whether or not to adopt the recommendation.

1976 Action Plan Items -- continued

FY 1976 Action Items	Disposition
d. Hold an in-house conference on the USDA EEO Program for those involved in managing the EEO Program.	This was not accomplished due to lack of funds.
e. Hold an EEO Awareness Week to inform employees of the EEO Program.	The week of September 29 - October 3, 1975, was EEO Awareness Week. Workshops, films, speakers, and representatives of special interest groups and area colleges and universities drew much interest and many participants.
f. Advise all employees of the EEO Counseling system, including the names and and addresses of the EEO Counselors in their area.	This was accomplished on the Department and Agency level. Agencies are required to maintain up-to-date displays of EEO Counselors and locations.
g. EEO Complaint Processing	
(1) Compile monthly report on EEO complaint processing and follow-up with	- A monthly report is compiled on EEO complaint processing and follow-ups are conducted on a continuing basis with the Office of Investigation and Agency officials regarding meeting deadlines.
(a) Office of Investigation on any investigation not completed within 30 days of advise of scheduled investigation.	
(b) Agency officials on any proposed disposition not issued within 30 days of receipt of investigation report.	This has been done in most cases, but closer monitoring is needed.
(c) Agency officials on any final decision not issued within 30 days of issuance of proposed disposition where the complainant has not requested a hearing or a decision on the record by the Director of EEO.	

I. 1976 Action Plan Items -- continued

FY 1976 Action Items	Disposition
(2) Provide USDA training course on investigating EEO complaints for new investigators.	This was implemented during FY 1976 in the form of two training courses on the national level and 17 field courses on EEO investigations.
2. Recruitment activities designed to reach and attract job candidates from all sources.	
a. Develop and maintain contacts with schools with large numbers of Black, Spanish descent, Native American, and Asian-American students and schools with numbers of women students in fields qualifying for USDA positions. Such contacts should be maintained by:	Although recruitment itself was not as intense during FY 1976 as during many other years because of limited hiring, Agencies developed more contacts with schools having a large percentage of minority students and schools with numbers of women students in fields qualifying for USDA positions.
(1) Recruitment trips that reach minorities and women at these schools.	
(2) Participation in career days, job fairs, and cultural programs sponsored by the schools.	
(3) Identifying and assisting students in pursuing educations which qualify them for USDA professional positions.	
b. Expand the use of cooperative education program as a method of recruiting minority and women students for professional and administrative positions by:	Special efforts were made during FY 1976 in the cooperative education program. A study was conducted of Departmental and Agency use of the program and all Agencies were evaluated on their minority and female statistics. As of the end of first quarter of FY 1976, eight Agencies were in the process of negotiating agreements with 42
(1) Identifying future manpower needs.	

1976 Action Plans Items -- continued

FY 1976 Action Items	Disposition
(2) Selecting schools with enrollments of minorities and women students in curricula designed to meet those needs. (3) Entering into cooperative agreements with those schools. (4) Hiring cooperative education students. Goals for new appointments of cooperative education students -- 75.	different colleges and universities, over 50 percent percent of which have a high enrollment of minorities and women students. (This is in addition to those schools with which USDA already has negotiated agreements.) Statistics show a great improvement in the hiring of minorities and women in the cooperative education program. As of 12/30/74 / As of 12/30/75 Percent minority: 8.5 / 12.7 Percent women: 10.8 / 19.0
c. Review effectiveness of recruitment efforts in reaching minority and women candidates as measured by success in meeting hiring goals and take corrective action as appropriate.	Recruitment activities in four Agencies (ARS, FmHA, FS, and SCS) were analyzed by USDA and results of the analyses were sent to each Agency. (See Part C Assessment, III Recruitment, for success in meeting hiring goals.) In addition, two Agencies reviewed their own recruitment and staffing patterns.
3. Full utilization of the present skills of employees. Develop a system which will allow for: a. Identification of under-utilized employees by career field. b. Matching those employees with vacancies in their career field as those vacancies occur. c. Periodic reporting on the number of under-utilized employees by career field and the number of employees placed by career field.	A system for identifying and assisting under-utilized employees has been developed and is being considered for implementation. In addition, several Agencies have developed limited systems.

I. 1976 Action Plan Items -- continued

FY 1976 Action Items	Disposition
4. Upward Mobility	
a. The USDA Upward Mobility Program is designed for Washington, D.C. employees. Candidates will be employees in one-grade interval series jobs in grades GS-1 to GS-9 or equivalent. The program will consist of the following components:	
(1) General Educational Development (GED) Program. The purpose is to enable participants to gain a high school equivalency diploma.	A total of 107 people participated in the GED Program. Thus far, 60 have received their high school equivalency diploma.
(2) Job Opportunities and Skills Training. The purpose is to provide job opportunities and skills training or education to enable employees to fully meet position requirements for targeted positions. Expected participant level: Minimum of 200 employees.	Although expected participant level was not reached, there were 167 people in job opportunities and skills training.
(3) College Study Program. The purpose is to afford employees an opportunity for college level study to help meet educational requirements of USDA positions. Expected participant level: Minimum of 215 employees.	This program was very successful, with 193 employees participating in college level study.
b. Agency Upward Mobility Programs. Each Agency with field employees shall develop an Agency Upward Mobility Program to include field employees in one interval series jobs, GS-1 to GS-9. Each Agency Program shall have the following features:	Most Agencies with field employees developed Upward Mobility Programs which were submitted to the Department EEO Staff for review and compliance with CSC and USDA regulations and then approved by the Director of EEO. Most included competitive procedures, target positions, training plans, and progress monitoring.
(1) Trainees will be selected competitively.	

I. 1976 Action Plan Items -- continued

FY 1976 Action Items	Disposition
(2) There must be targeted positions for the trainees.	
(3) It shall include a standardized plan to train lower-level employees to enter the Agency's major professional, administrative, and technical series.	
(4) It shall include provisions for monitoring the progress of Upward Mobility Trainees.	
(5) It shall be approved by the Director of EEO.	
Agency and field unit EEO Plans shall include detailed descriptions of Agency Upward Mobility Programs and expected participation in the Agency Upward Mobility Programs.	
Examples of target positions under the Upward Mobility Program (4a and b) include positions such as Loan Specialist, Personnel Management Specialist, Agricultural Program Specialist, Budget Specialist, Statistical Assistant, Chemist, Biological Technician, Economists, Computer Specialist, and Equal Opportunity Specialist.	
c. Career Counseling:	
(1) Counsel each trainee and applicant in the Department's Upward Mobility Program.	Career counseling is ongoing in the College Study Program. In the GED Program, the contractor provides counseling services along with instruction and testing.

I. 1976 Action Plan Items -- continued

FY 1976 Action Items	Disposition
(2) Counsel each trainee in an Agency Upward Mobility Program.	Trainees in the Agency Upward Mobility Programs are receiving counseling. Agencies vary as to who performs the counseling: In many Agencies, certain personnel specialists perform career counseling, while in others the supervisors are given that function.
(3) Advertise availability and functions of career counselors to all employees and available aid in career counseling to supervisors.	The availability and functions of career counselors are advertised through bulletin boards, memoranda, all employee meetings, and Agency issuances.
d. Evaluate the operations of the Agency Upward Mobility and Career Counseling Programs to determine: (1) If the targeted positions in the Upward Mobility Programs are actually offering employees greater career potential. (2) If the individual training programs are adequately planned before the Upward Mobility Trainee enters the program. (3) If planned training is completed and evaluated. (4) If supervisors and managers understand the operations of the Upward Mobility Program. (5) The quality of career counseling provided employees. This evaluation will include input from Upward Mobility Trainees, supervisors, employees, career counselors, and Agency personnelists.	This item was deferred because of manpower shortages and because Agencies implemented Upward Mobility Programs at different times.

I. 1976 Action Plan Items -- continued

FY 1976 Action Items	Disposition
5. Training, advice, incentives, and performance evaluation to assure program understanding and support by supervisors and managers.	
a. Revise the USDA Civil Rights Training Course, now required for all supervisors and managers.	The U.S. Civil Service Commission should complete their evaluation of the USDA Civil Rights Training Course in November 1976. When their report comes out, USDA will complete its revision.
b. (1) Revise Department guidelines on performance standards for supervisory positions in EEO and civil rights.	Revised Department guidelines are now in the draft stage and should be finalized within the next few months. Agency issuances will be based on the finalized Department guidelines.
(2) Develop Agency issuances based on Department guidelines.	
(3) Review USDA Performance Evaluation Form for possible revision.	The USDA Performance Evaluation Form has been reviewed and revised. It has been field-tested by 2,800 employees and has been recommended for adoption.
c. Provide employees a one-page summary of the appropriate local EEO Plan, identifying major actions planned for the year and major accomplishments of past year.	Some Agencies did this, while others sent employees copies of the entire plan.
d. Analyze the operations of supervisory and managerial training programs to determine whether minorities and women are participating in training for this purpose:	This item was not completed because of fiscal and manpower shortages.
(1) Collect data on participants by race and sex.	

I. 1976 Action Plan Items -- continued

FY 1976 Action Items	Disposition
(2) Collect data on the number of non-supervisors who have received supervisory and managerial training by race and sex.	
(3) Determine need for corrective action, if any.	
6. System for internal program evaluation and periodic progress reports to the Civil Service Commission.	
a. Revise format for narrative report in EEO.	The format for narrative reports has been revised and will be issued and effective by FY 1977 reporting periods.
b. Evaluate Agency narrative EEO reports and statistical reports and follow-up with Assistant Secretaries, Agency Heads, Agency Personnel and EEO Officials.	This project was not completed. Letters were written to a few Agencies concerning their employment statistics.
c. Conduct on-site evaluations of EEO Program operations in Washington, D.C.	On-site evaluations of EEO Program operations in Wash., D.C. were conducted for the eight largest Agencies in USDA. The evaluations encompassed the following areas: Current EEO organization, EEO Coordinators' role and major activities, Spanish Speaking Coordinators' role and major activities, Federal Women's Program Coordinators' role and major activities, Personnel Officers' EEO activities, counseling complaints, training, evaluations, and statistics. Findings and recommendations were submitted to Agencies.

II. EEO Complaint Processing (field installations should complete to the extent possible) (CY 1975)

Type of Action	Number received	Number processed to completion	Avg. no. of days to complete
Decision on Merits		34	238
Cancellation		4	181
Rejection		11	122
Withdrawal *		31	172
Total		80	193

*Four informal resolutions.

III. Upward Mobility

a. Total number of position vacancies filled competitively below GS-10 and equivalent in all series and from all sources 5,973*

b. Number of employees below GS-9 or equivalent who participated in one or more upward mobility program activities and who were promoted or reassigned into:

(1) the same occupational series 97*
(2) a different occupational series . . . 190

c. Number of employees below GS-9 or equivalent who participated in one or more upward mobility program activities but who neither promoted nor reassigned 191*

*The Forest Service is not included at this time because of delays in submission of their Affirmative Action Plan.

IV. Discrimination Complaints

a. Counseling Activity During Previous Plan Year (CY 1975)

The ratio of counselors to full-time permanent employees is 1: 167

Kind of matter giving rise to the request for counseling:	Number of persons alleging discrimination on the basis of:							
Personnel Action	Race	Color	Religion	Sex female	Sex male	Nat'l Origin	Age	Total
Appointment	16			21	3	1	10	51
Promotion	62		3	39	9	13	17	143
Reassignment	15			8	6	10	4	43
Separation	11		2	5			3	21
Suspension	2							2
Other (specify)								
Matter								
Detail	6			4	2		1	13
Training	13			8	1	2	7	31
Duty hours	10		3	5		1	1	20
Reprimand	15			4	2		2	23
Other (specify)	43		4	31	3	11	8	100
Total Number of Persons Counseled During The Year	193		12	125	26	38	53	447
Total Number of Instances of Counseling During The Year:								

b. Corrective Actions During Previous Plan Year (Cy75)

Number of instances of corrective action, taken during the year as a result of counseling. Identify such instances with the basis of the alleged discrimination issue, i.e., race, color, religion, sex, national origin, or age.

Kind of corrective action taken:	Alleging discrimination on the basis of:							
	Race	Color	Religion	Sex-Female	Sex-Male	Nat'l Origin	Age	Total
o Received personnel action								
appointment								
promotion	6		1	5	2	4		18
reassignment	7		1	1		1	2	12
restored to duty	3			1	2	2		8
other (specify)								
o Will receive personnel action								
appointment								
promotion (priority consideration)	6		1		1	3	6	17
reassignment (priority consideration)								
restored to duty								
other (specify)								
o Received back pay								
o Received benefit								
detail							1	1
training	5			4	1	2		12
duty hours sought								
other (specify)								
o Other (specify)	42		1	28	11	1	1	84
Total number of corrective actions	69		4	39	17	13	10	152
Total number of persons receiving corrective action								

c. Discrimination Complaint Processing during Previous Plan Year (CY 1975)

(1) Number of complaints on hand at beginning of year 46 - Jan 1, 1975
(Count each complainant in a consolidated complaint as a separate complaint.)

(2) Number of complaints received during the year 127
(Count each complainant in a consolidated complaint as a separate complaint.)

Kind of matter giving rise to the complaint:	Discrimination alleged on the basis of:							
	Race	Color	Religion	Sex-Female	Sex-Male	Nat'l Origin	Age	Total
Personnel Action								
Appointment	2					3		5
Promotion	34		2	7	2	5	13	63
Reassignment	3							4
Separation	6		1	3			3	13
Suspension	1			3				4
Other (specify)								0
Matter								
Detail						1		1
Training				1				4
Duty Hours	1			1			3	2
Reprimand								
Other (specify)	13		1	13	1	3		31
Total	60	0	4	28	3	13	19	127

(3) Number of complaints closed during the year 80
(Count each complainant in a consolidated complaint as a separate complaint.)

(4) Average time, in days, for processing an EEO complaint case (including all cases closed) during the previous plan year: 193 days

(5) Number of complaints on hand at close of year 93
(Count each complainant in a consolidated complaint as a separate complaint.)

(6) Number of allegations of reprisal 6

(7) Number of class actions 0

PART C. REPORT OF ASSESSMENT

The following sources were used in the Assessment portion of this Plan:

1. Semiannual progress reports from Agencies.
2. On-site reviews of eight largest Agencies.
3. U.S. Department of Commerce, Bureau of the Census Subject Reports: Occupational Characteristics, published June 1973.
4. Agency Upward Mobility Programs.
5. USDA Annual Report of Gains and Losses of Permanent Full-Time Employees as of December 20, 1975.
6. USDA Objective Statements.
7. USDA Race and Sex Statistics by Agency.
8. CSC All Agency Summary on Permanent Full-Time Government Employees, November 1974.
9. PME Reports on various USDA installations by CSC and Agencies.
10. Verbal and written input from USDA Office of Personnel Division Chiefs and Agency EEO Coordinators.
11. USDA Training Statistics.
12. Department Spanish Speaking Program Coordinator and Federal Women's Program Coordinator.
13. Unions and employee groups.

The numbers in each individual Assessment correspond to the above numbers.

(Report of Assessment)

I. Organization and Resources

Sources: 1, 2, 9, 10, 12

The Equal Employment Opportunity Staff has a rather unique organization in USDA. It is located in the Office of Personnel and is combined with the Personnel Management Evaluation Unit. The Chief of the Staff has a dual responsibility, Equal Employment Opportunity and Personnel Management Evaluation. Because it is a part of the Office of Personnel, there is a great deal of cooperation and interrelated work but little overlap or duplication except in the complaints area. In addition, the Personnel Office is involved in EEO studies and evaluations, and the EEO Office participates in Personnel studies and evaluations. The Director of Personnel has direct access to the Director of EEO.

Because the Director of EEO is the Assistant Secretary for Administration, he has frequent contact with Program Directors, and there is an awareness of EEO on the part of managers and supervisors because of this frequent contact.

All complaints, once formal, are processed by the Departmental Staff, through disposition stage at the Agency level. If a decision is requested of the Director of EEO, either with or without a hearing, or if the complainant appeals to the Civil Service Commission or files a Civil Action in a U.S. District Court, the processing of the complaint is continued at the Departmental level. Complaints filed against the Office of Personnel are handled in the same fashion as the others.

There is a division of functions within the Office of Personnel regarding discrimination complaints. The Employee Appeals Division is responsible for certain aspects of the process and the EEO Staff is responsible for others. For example, the EEO Staff writes acceptance letters and the Employee Appeals Division writes rejection letters. This can result in double work, such as in cases where some issues are rejected and others are accepted. In that case, the complainant would receive two separate letters at different times written by two different divisions and signed at two different levels.

The marjority of the Agencies' Federal Women's Program, Spanish Speaking Program, and Upward Mobility Program Coordinators are part-time and many do not devote at least 20 percent of their official time to EEO program matters. In a recent survey, only 6 out of 28 Federal Women's Program Coordinators and only 2 out of 28 Spanish Speaking Program Coordinators spent more than 10 percent of their

time on their respective special emphasis programs. This may not be a critical situation for very small Agencies, however, it could mean that employees in larger Agencies are not receiving the service, direction, and information they should be. The roles of the Agency special emphasis coordinators need to be examined to see which Agencies need to have full-time coordinators. In addition, the part-time coordinators in many Agencies do not appear to have adequate access to the Administrator and delegation of authority to promote their programs and accomplish program objectives.

Problem Statement 1: Agency EEO Coordinators, Spanish Speaking Program Coordinators, and Federal Women's Program Coordinators may not be as effective as possible because of time and delegation restraints.

Problem Statement 2: There may be duplication of work in the Office of Personnel's handling of discrimination complaints.

(REPORT OF ASSESSMENT)

II. Discrimination Complaints

Source: 10

The number of formal discrimination complaints received during FY 1975 increased appreciably, although proportionately USDA still falls considerably below the government average. USDA receives one formal complaint per year for every 685 employees compared to a government-wide figure of one for every 400 employees.

The USDA complaint processing procedure is one that does have some identifiable problems. Counselors are accessible to all employees and they do have the authority and funds to travel to locations where they are needed. All Counselors have not received both basic and advanced counseling courses, however, and as a result, the Counselor's reports are sometimes inadequate.

USDA also is not meeting the Civil Service Commission's time frame deadline of 180 days. Currently, the average discrimination complaint takes 193 days to process to completion. Although this is an improvement over last year, USDA needs to conform to Commission guidelines and regulations. There does not appear to be one specific step in the process which can be pinpointed as a major delay, however, the following factors contribute: (1) the complainant's omission of details in the original complaint; (2) delay in receiving the Counselor's report; (3) holding of the complaint by the Agency; (4) backlog on investigations; (5) Agency delay before issuing proposed disposition; (6) delay on decisions by Hearing Examiners.

Problem Statement 1: All Counselors are not adequately trained as evidenced by inadequate Counselor's reports.

Problem Statement 2: All discrimination complaints are not processed in a timely manner.

See Attachment 2: A copy of one-sheet outlining the "EEO Complaint System."

(REPORT OF ASSESSMENT)

III. Recruitment

Sources: 1, 2, 3, 5, 6, 7, 8, 9

See Attachments (Statistics):
(3) Composition of USDA work force by racial, ethnic, and sex groupings at the various grade levels.
(4) Composition of each major occupation by racial, ethnic, and sex groupings at the various grade levels.
(5) The number and kinds of jobs expected to be filled in the five year period 1975-80.

Various efforts were put forth during FY 1976, both by the Department and by the Agencies. Minority colleges were tapped for applicants this year as never before and more qualified minority and women applicants appeared on certificates. Many positions were restructured for their inclusion in such programs as Upward Mobility. In spite of this, however, USDA did not achieve hiring goals for minority and women. The following table illustrates goals and achievements.

	Goal	Achievement (As of June 1976)
Clerical positions	20% minority	17.1% minority
Admin./Tech. positions	11% minority	8.6% minority
	25% women	15.2% women
Professional positions	6% minority	5.1% minority
	10% women	6.8% women

Two particularly significant hires included in the above are a Black female supergrade in the Food and Nutrition Service and a Spanish-speaking male to head the Office of Operations. In addition, two females, one nonminority and one minority, were promoted to program heads, namely Personnel Officer in the Foreign Agricultural Service and Assistant Director of Personnel for Equal Employment Opportunity and Personnel Management Evaluation in the Office of Personnel.

In analyzing the goals and achievements, one possibility that must be explored is whether or not the goals were realistic. Data exist concerning minority and female government employment, fields of study in colleges and universities with significant minority enrollment, and employment comparisons between the Federal government and the private sector. Many USDA occupations, however, are not accurately compared.

U.S. Census Bureau occupational studies, for example, consider forester and conservationist as one and the same. The FPM X-118, however, requires entirely different qualifications for those jobs.

Most occupational studies do not break down agricultural jobs into specific categories, such as Agricultural Commodity Grading Specialist or Agricultural Management Specialist. Because of this, no sophisticated statistical sutdies were conducted before the FY 1976 goals were established. Nevertheless, some conclusions can be drawn from the available data. One important conclusion is that minorities and women have not traditionally studied or trained for many of USDA's major professional occupational groups, namely, Soil Conservation, Forestry, Agricultural Management, Agricultural Commodity Grading, Soil Science, Civil Engineering, and Veterinary Medicine. For example, a U.S. Census Bureau report shows that fewer than two percent of veterinarians in the Unites States are Black. USDA figures show that four percent of Department of Agriculture veterinarians are Black. While neither percentage is high, the latter figure shows that trained minorities are interested in working for USDA. Part of the problem, then, is getting minorities and women interested in traditionally nonminority male occupations and in making educational and training opportunities available so they can pursue that interest. Management must address these problems if more qualified women and minorities are to be successfully recruited for USDA jobs.

Although these problems do not exist for many other USDA occupations, and although some progress has been made in the administrative and technical occupations, more intensive recruitment efforts must be made for all occupations. Recruitment, therefore, must be a priority item in FY 1977.

Three Agencies, Forest Service, Farmers Home Administration, and Soil Conservation Service comprise more than half of USDA's work force yet they have low percentage of minorities and women. There is no way the USDA statistics can be significantly raised without these three Agencies having a major role. The Department, therefore, is going to be emphasizing, monitoring, and reviewing the recruitment efforts of Forest Service, Farmers Home Administration, and the Soil Conservation Service during FY 1977.

Problem Statement 1: Minority members and women are not adequately represented in many of USDA's most populous occupations and for many occupations, the civilian labor market consists almost exclusively of nonminority males.

Problem Statement 2: Statistics in fields other than those included above do not show an adequate representation of minorities and women. Where there are minorities and women, progress is still lagging.

(REPORT OF ASSESSMENT)

IV. Full Utilization of Skills and Training

Sources: 1, 10

USDA has a skills inventory system which functions at levels GS-12 and above for the Department and GS-5 and above for three of the largest Agencies. The system, however, does not appear to be fully utilized. The updating of the system is a progressive one. Information from the skills inventory is accessible for availability of candidates and for studies on under-utilized employees and such studies are conducted, e.g., employees with college degrees who are employed in one-grade-interval clerical or technical positions. Career counseling is available to all employees, and phasing in of the IDP (Individual Development Plan) is being conducted. The use of the revised IDP will provide the basis for an accurate study of employee career counseling and allocation of training resources. Quarterly training statistics are available for review and analysis to assure that training opportunities are available on an equitable basis.

There has been very little done in analyzing under-utilized women in the higher grades. It appears that some work needs to be done to increase the number of women in managerial positions.

Problem Statement 1: Managers are not making extensive use of the skills inventory system.

Problem Statement 2: Women appear to be under-utilized in the higher grades.

(REPORT OF ASSESSMENT)

V. Upward Mobility for Lower Level Employees

Sources: 1, 2, 4, 10

The Upward Mobility Program on the Department level is in full operation. Target jobs have been identified and publicized, and employees in lower grades have been participating in the different programs. Some Agencies also have active programs which they term as successes. Other Agencies, however, do not have as much activity in the field as would be desirable. A complete study of Agency Upward Mobility programs is planned in the immediate future.

The career counseling system for Upward Mobility employees appears to cover the full range and to be a good one, although, again, it is difficult to assess at this time on the Agency level. It does appear, however, that more training in counseling is needed. The use of the IDP's (Individual Development Plans) (see IV. Full Utilization of Skills and Training) will assist the counselors.

Because the Department of Agriculture is a very stable organization and there is not as much turnover as in many other Departments of the Government, many employees find themselves in dead-end jobs at the lower levels. This is why we feel that Upward Mobility Programs are an integral part of the EEO program. Response has been enthusiastic and there have been very few "dropouts." The programs have the support of Personnel and Management.

Problem Statement 1: Current Upward Mobility Programs need to be expanded to accommodate greater numbers of lower-level employees.

Problem Statement 2: Agency Upward Mobility Programs may not be sufficiently concentrating their programs on field employees.

Problem Statement 3: Policy statements and directives to Agency Upward Mobility Program officials do not provide enough specifics on Upward Mobility Program operation.

Problem Statement 4: All Upward Mobility Counselors are not fully trained in the counseling of employees.

See Attachment 6 -- Copy of DPM 411 -- Department Upward Mobility Program

(REPORT OF ASSESSMENT)

VI. Supervisory and Management Commitment

Sources 10, 11

During FY 1976, 4,132 supervisors and managers received formal training in equal employment opportunity. Courses are available in Agencies and at the Department level. In addition, performance evaluation forms of supervisory and managerial employees contain a rating factor for EEO "participation."

The Incentive Awards Program does include awards for equal employment opportunity performance, which are given annually at the Secretary's Honor Awards Ceremony. During FY 1976, out of nine Distinguished Service Awards, one was for EEO and out of seventy-two Superior Service Awards, three were based on EEO accomplishments.

No problems identified.

(REPORT OF ASSESSMENT)

VII. Community Outreach

Sources: 1, 10

USDA firmly believes that community outreach is an important facet of the EEO program. Minorities and women must be aware of the mission of an Agency, aware of what types of positions are available and aware of how they can qualify for those positions. The Agency must make it known that they are committed to the principles of EEO and that they desire a diversified work force.

Individual Agencies within USDA work with local schools and community groups, housing, etc. The Department, however, participates in cooperative efforts with Federal organizations to deal with employment-related problems. It also participate in such programs as Cooperative Education Program, Concentrated Employment and Training Act, Veterans Readjustment Act, Worker-Trainee Program, etc.

This area overlaps with III, Recruitment, because the lack of qualified minorities and women in the civilian work force in many USDA occupations is a community problem. In addition, USDA has always had a credibility problem in many minority communities, including the Black and the Spanish-Speaking Communities. In order to attract minorities and women into specialized agricultural fields, USDA must reach out to the community and let them know of career opportunities within USDA.

No problems identified.

(REPORT OF ASSESSMENT)

VIII. Program Evaluation

Sources: 1, 2, 6, 9

During FY 1976, the eight largest Agencies were evaluated on their EEO programs by the Department's EEO Staff. Some Agencies conduct special EEO reviews or include EEO program reviews as part of general on-site Personnel Management Evaluation reviews, however, all Agencies need to do so. Statistical data necessary for the evaluations are readily obtainable and generally are accurate and timely.

Problem Statement 1: All Agencies are not adequately evaluating their EEO programs.

PART D. REPORT OF OBJECTIVES AND ACTION ITEMS

I. Organization and Resources

Problem Statement	Objective	Action Item	Responsible Official	Target Date
76 AAP	To assist coordinators of special emphasis programs in the performance of their duties. (Responsible Officials: Departmental Special Emphasis Coordinators; Target Date: January 15, 1977)	1. Develop handbook for USDA Federal Women's Program Coordinators.	USDA Federal Women's Program Coordinator	December 1, 1976
		2. Develop handbook for USDA Spanish Speaking Program Coordinators.	USDA Spanish Speaking Program Coordinator	January 15, 1977
76 AAP	To discover mutual problems in management of EEO Program. (Responsible Official: Chief, EEO Staff, Office of Personnel; Target Date: February 1, 1977)	Hold an in-house conference on the USDA EEO program for those involved in managing the EEO program.	Chief, EEO Staff, Office of Personnel	February 1, 1977
1	To assure that Agency EEO and special emphasis coordinators have the time and the training necessary to effectively perform their duties. (Responsible Official: Agency EEO Officers; Target Date: May 1, 1977)	1. All Agency Spanish Speaking Program Coordinators and Federal Women's Program Coordinators should complete a course in their special emphasis areas in personnel management.	Agency Personnel Officers	May 1, 1977
		2. Review delegation of authority to part-time EEO Coordinators and specialists.	Chief, EEO Staff, Office of Personnel	February 1, 1977
		3. Conduct study of part-time Agency EEO officials and the amount of time spent on EEO programs relative to the size of the Agency, etc. Determine possible need for more full-time personnel. Study physical location of coordinators relative to bulk of Agency's work force.	Chief, EEO Staff, Office of Personnel	January 1, 1977
1	To assure that all Agency EEO Coordinators, Spanish Speaking Program Coordinators, Federal Women's Program have adequate Personnel training. (Responsible Official: Agency Personnel Officers; Target Date: January 15, 1977)	Schedule all EEO Coordinators, Spanish Speaking Program Coordinators, and Federal Women's Program Coordinators for basic Personnel course if they have not completed one.	Agency Personnel Officers	January 15, 1977
	To avoid duplication of work in the Office of Personnel. (Responsible Official: Director, Office of Personnel Target Date: January 1, 1977)	1. Conduct study of division of functions in complaint process.	Director, Office of Personnel	December 1, 1976
		2. Redistribute functions according to results of study.	Director, Office of Personnel	January 1, 1977

(REPORT OF OBJECTIVES AND ACTION ITEMS)

II. Discrimination Complaints

Problem Statement	Objective	Action Item	Responsible Official	Target Date
1	To assure the effectiveness of the counseling system. (Responsible Official: Director, Office of Personnel Target Date: April 15, 1977)	1. Assure that all EEO Counselors have received training in basic and advanced counseling.	Agency EEO Coordinators	April 15, 1977
		2. Review the counselor program to assure that complainants are receiving adequate services. A complete study will include: a. The selection process. b. The number and kinds of cases received. c. The number and kinds of employees services. d. The location of counselors and those counseled.	Director, Office of Personnel	April 15, 1977
2	To reduce the amount of time taken to process an EEO discrimination complaint to less than 180 days. (Responsible Official: Director, Office of Personnel; Target Date: September 1, 1977)	1. Conduct feasibility study to see if Agencies could be assuming more responsibility in the entire complaint process.	Director, Office of Personnel	September 1, 1977
		2. Establish deadlines within the Complaint Office to prevent delays.	Director, Office of Personnel	November 1, 1976
		3. Issue guidelines to Agencies on necessity of adhering to established deadlines and follow-up on delays.	Director, Office of Personnel	January 1, 1977
		4. Assure that employees realize the importance of submitting thorough and specific complaints.	Agency EEO Coordinators	July 1, 1977
3	To process discrimination complaints in the most efficient manner. (Responsible Official: Director, Office of Personnel; Target Date: March 15, 1977)	Review Agencies' role in discrimination complaints.	Director, Office of Personnel	March 15, 1977

(REPORT OF OBJECTIVES AND ACTION ITEMS)

III. Recruitment

Problem Statement	Objective	Action Item	Responsible Official	Target Date
1	To discover means by which more minorities and women can be recruited into occupations now dominated by nonminority males. (Responsible Official: Director, Office of Personnel; Target Date: August 1, 1977)	1. Conduct statistical study on availability of minorities and women in certain specialized occupations in civilian work force.	Chief, Classification and Manpower Programs Division, Office of Personnel	January 15, 1977
		2. Participation by management and scientific personnel in high school career programs, science fairs, community programs in minority neighborhoods, college career days, etc.	Agency Personnel Officers	January 1, 1977
		3. Provide information to minority and women's organizations on career opportunities in USDA.	Chief, Classification and Manpower Programs Division, Office of Personnel	October 1, 1976
		4. Assist colleges with significant minority enrollment in aligning their curriculum to meet qualification standards for agricultural related positions.	EEO Officers	September 1, 1977
2	To intensify recruitment efforts paritcularly in fields where USDA falls below civilian labor market. (Responsible Official: Agency Personnel Officers; Target Date: January 1, 1977)	1. Ensure that plans for recruitment trips include at least 50 percent minority schools and schools with a large population of minority and women students.	Agency Personnel Officers	October 1, 1976
		2. Each Agency utilize cooperative education program as a method of recruiting minority and women students at high schools two-year colleges, and four-year colleges.	Agency Personnel Officers	Januaary 1, 1977
		3. When Agencies discover a low percentage of minority applicants with CSC status in an area with a high percentage of minorities, study the situation to discover if CSC is administering Civil Service Tests in areas and at times convenient for minorities. If study shows that testing times and locations create problems for minorities, notify appropriate Regional Office of CSC.	Agency Personnel Officers	July 15, 1977

(REPORT OF OBJECTIVES AND ACTION ITEMS)

IV. Full Utilization of Skills and Training

Problem Statement	Objective	Action Item	Responsible Official	Target Date
1	Show managers the advantages of using the skills inventory system. (Responsible Official Chief, Position Management and Personnel Systems Division, Offfice of Personnel; Target Date January 15, 1977.)	Disseminate information to managers about the skills inventory system and the services it can provide.	Chief, Position Management and Personnel Systems Division, Office of Personnel	January 15, 1977
2	Increase the number and percentage of women in managerial, supervisory, and policy-making positions at GS-13 and above. (Responsible Official: Agency EEO Officers; Target Date: March 1, 1977)	Identify women in grades GS-12 and above who have demonstrated ability to accept leadership and increased responsibility; and provide developmental training in managerial, supervisory, and executive skills for those identified as part of the Agency Executive Development Programs.	Agency EEO Officers	March 1, 1977

(REPORT OF OBJECTIVES AND ACTION ITEMS)
V. Upward Mobility

Problem Statement	Objective	Action Item	Responsible Official	Target Date
1	Expansion of JOST and College Study Programs to provide opportunities for employees in dead-end positions. (Responsible Official: Chief, Career Development Division, Office of Personnel; Target Date: September 1, 1977)	1. Expand the Job Opportunities and Skills Training (JOST) Program. Expected minimum participant level by end of FY 1977: 225.	Chief, Career Development Division, Office of Personnel	September 1, 1977
		2. Expand the College Study Program. Expected minimum participant level: 225.	Chief, Career Development Division, Office of Personnel	September 1, 1977
3	To provide specific guidelines to Agency Upward Mobility Program Officials. (Responsible Official: Chief, Career Development Division, Office of Personnel; Target Date: October 15, 1976)	Revise DPM 411 to include more specific guidelines on Agency programs.	Chief, Career Development Division, Office of Personnel.	October 15, 1976
76 AAP and 2	To completely review and evaluate Agency Upward Mobility Programs. (Responsible Official: Chief, Career Development Division, Office of Personnel; Target Date: June 15, 1977)	1. Assure that equitable goals are established for all Agencies. (Agency totals should equal 375 positions.)	Chief, Career Development Division, Office of Personnel	December 1, 1976
		2. Review Agency policies and issuances on Upward Mobility.	Chief, Career Development Division, Office of Personnel	March 1, 1977
		3. Review how Agencies have distributed these positions.	Chief, Career Development Division, Office of Personnel.	March 1, 1977
		a. By location - Are positions located in areas where greatest number of employees are concentrated?		
		b. By type, do positions conform with projected staffing needs? Are they actually offering employees greater career potential?		
		4. Review training programs to assure appropriateness.	Chief, Career Development Division, Office of Personnel	June 1, 1977
		5. Review career counseling system.	Chief, Career Development Division, Office of Personnel	June 1, 1977
		6. Establish criteria for and require periodic reports reports on Upward Mobility Program.	Chief, Career Development Division, Office of Personnel	July 1, 1977 and every quarter thereafter.

V. Upward Mobility (continued)

Problem Statement	Objective	Action Item	Responsible Official	Target Date
4	To assure that Upward Mobility counselors receive counseling training. (Responsible Official: Chief, Career Development Division, Office of Personnel, Target Date, September 1, 1977)	Review counseling training.	Chief, Career Development Division, Office of Personnel	September 1, 1977

VI. Supervisory and Management Commitment

Problem Statement	Objective	Action Item	Responsible Official	Target Date
76 AAP	To offer a relevant, up-to-date Civil Rights Training Course. (Responsible Official: Chief, Career Development Division, Office of Personnel; Target Date April 30, 1977)	Revise the USDA Civil Rights Training Course now required for all supervisors and managers.	Chief, Career Development Division, OP	April 30, 1977
76 AAP	To develop uniform standards to rate supervisory personnel on EEO and Civil Rights performance. (Responsible Official: Director, Office of Personnel Target Date, August 15, 1977)	1. Revise Department guidelines on performance standards for supervisory positions in EEO and Civil Rights.	Director, Office of Personnel	February 15, 1977
		2. Develop Agency issuances based on Department guidelines.	Agency Personnel Officers	August 15, 1977
76 AAP	Analyze the operations of supervisory and managerial training programs to determine whether minorities and women are participating in training for this purpose. (Responsible Official: Chief, EEO Staff, Office of Personnel; Target Date: April 1, 1977)	1. Collect data on participants by race and sex.	Chief, Position Management and Personnel Systems Divison, Office of Personnel	February 1, 1977
		2. Collect data on the number of nonsupervisors who have received supervisory and managerial training by race and sex.	Chief, Position Management and Personnel Systems Division, Office of Personnel	February 1, 1977
		3. Analyze data and determine need for corrective action, if any.	Chief, EEO Staff, Office of Personnel	April 1, 1977

(REPORT OF OBJECTIVES AND ACTION ITEMS)

VIII. Program Evaluation

Problem Statement	Objective	Action Item	Responsible Official	Target Date
1	To assure that all Agencies conduct on-site evaluation of their EEO program. (Responsible Official, Chief, Equal Employment Opportunity/Personnel Management Evaluation Staff, Office of Personnel; Target Date, January 15, 1977)	USDA, Office of Personnel, will issue directive requiring inclusion of EEO in on-site reviews.	Chief, Equal Employment Opportunity/Personnel Management Evaluation Staff, Office of Personnel	January 15, 1977

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

February 2, 1977

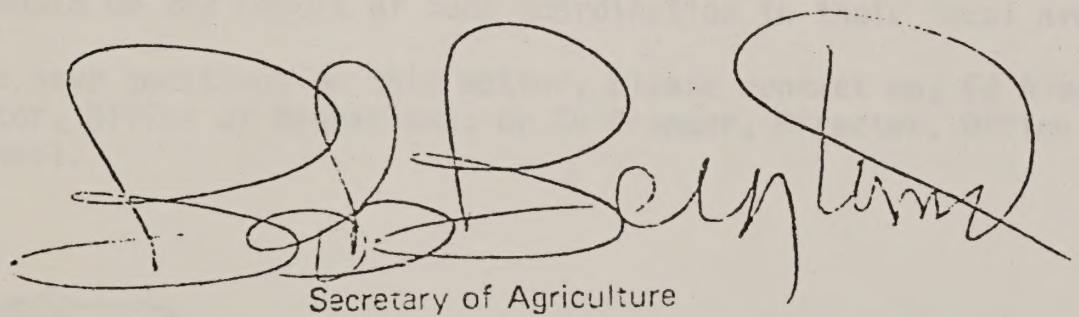
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designations of Authority

Effective immediately, I am designating the following persons to serve as Acting Administrator or Manager for the Agency indicated:

Victor A. Senechal	-	ASCS
John P. Skeffington	-	FCIC
P. Royal Shipp	-	FNS
Glenn G. Bierman	-	P&SA
John S. Bottum	-	ES

Effective immediately, I also am designating Frank W. Naylor, Jr., to perform all of the functions heretofore delegated to the Administrator, Farmers Home Administration, and Donald E. Wilkinson to perform all of the functions delegated to the Administrator, Federal Grain Inspection Service. Messrs. Naylor and Wilkinson will continue to perform these functions until the confirmation of the new Administrators by the Senate.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

February 3, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Guidelines on Dismissal Policy During Emergency Situations Caused by Fuel Shortage

Attached for your information is a copy of a memorandum OMB forwarded to the Federal Executive Boards and Federal Executive Associations in 128 cities communicating President Carter's directive that temperatures be lowered in federally-operated facilities. The memorandum also reiterates existing GSA and CSC guidance and regulations on building management and employee dismissal during emergency situations such as those currently caused by fuel shortage. The GSA and CSC guidance does not promulgate new policy, but transmits the pertinent existing laws and regulations to be followed by Federal agencies in such emergency situations.

The OMB memorandum asks the Federal family in a local area to coordinate their dismissal policies in a consistent manner within the metropolitan area where they are located. This was necessary because there have been recent instances of Federal agencies announcing contradictory dismissal policies when located in the same city, or even worse, in the same building. OMB has asked us to assist in reinforcing CSC and GSA guidelines and regulations and to make this appeal for coordination of the guidelines at the local level.

The President has expressed his concern that maximum coordination and decisionmaking occur among Federal agencies in addressing the current crisis caused by energy shortage.

You may receive inquiries from your field offices concerning the content of this memorandum. It is hoped that you will give support to specific instances where your field officials request your concurrence on a decision that would be the result of such coordination in their local area.

If you have questions on this matter, please contact me; Ed Alvarez, Director, Office of Operations; or Sy Pranger, Director, Office of Personnel.

J. PAUL BOLDUC
Assistant Secretary
for Administration

Attachment

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

January 31, 1977

MEMORANDUM FOR FEDERAL EXECUTIVE BOARD CHAIRPERSONS
FEDERAL EXECUTIVE ASSOCIATION CHAIRPERSONS

SUBJECT: Civil Service Commission and General Service Administration Guidelines on Dismissal Policy During Emergency Situations Caused by Fuel Shortage

The unusually cold winter which is being experienced in many parts of the country is creating severe fuel shortages in some areas and hardships in others. In view of this shortage of fuels, President Carter has directed that the maximum temperature in buildings owned or leased by executive departments or establishments shall be 65° during working hours and 55° during non-working hours.

The only exception to this policy should be of the type described in Chapter 34, United States Code of Federal Regulations, Paragraph 232.9, Appendix C, Section 5. "The protection and operation of certain specialized equipment; e.g., computers, for maintaining the health and efficiency of employees, and for certain installations of high specialization; e.g. Greenhouses, hospitals, guard stations, and laboratories. Such exceptions may be granted only after consultation with appropriate technical personnel of the unit requesting the exception and the presentation of necessary supporting evidence. Exceptions will be granted by the official responsible for the operation and maintenance of the facility and must be concurred in by the Agency's energy conservation coordinator."

In some major areas of the country, GSA informs us that some Federal buildings need to be either closed or temperatures set below the 65° maximum setting due to lack of fuel or at the request of the local utility companies to conserve critical fuel.

The GSA Regional Administrator will be responsible for the notification of local agency heads, including the FEB and FEA Chairpersons in their region, of the extent and duration of temperature cutbacks in GSA operated or leased facilities.

For GSA operated buildings, other than warehouse or storage type buildings, where temperatures have to be reduced below 55° during working hours, GSA will suggest that employees not remain at work. Authority to act in this event rests with the

individual agency head and should be taken under the guidance provided in the enclosure to this memorandum prepared by the Civil Service Commission. Such actions should also be coordinated to the maximum extent as described in this memorandum.

However, when GSA considers temperatures below 55° to be approaching an emergency situation, GSA may choose to close the building for the duration of the emergency, because of the need to conserve fuel to avoid such potentially hazardous conditions as freezing pipes, inoperative sprinkler systems, etc. If a GSA operated or leased building is closed, agency heads who require employees to work because of a critical function, must obtain approval from GSA for those employees to be admitted to the building.

The Civil Service Commission is aware of the possible impact on Federal employees and agency operations. Agency management should assure themselves that the interests and concerns of Federal employees are fully considered and that employees, through their union representatives, where appropriate, have the full opportunity to participate in decisions that will affect them on the job, e.g. dismissal of employees, adjustment of working hours, etc.

CSC has summarized the leave and pay treatment functions of the Federal Personnel System that are particularly relevant when Federal offices or facilities are curtailed under these types of circumstances. A copy of that summary is also enclosed, CSC Bulletin 610-27 dated January 31, 1977.

It is important that maximum coordination of decisionmaking at the regional and local level occur among Federal agencies. It is the responsibility of each individual agency to seek consistent Federal action in a given locale in applying the above policy and procedures.

Because of the importance of this coordination, FEB Chairpersons should take the lead, with support from the Federal Regional Council Chairmen and the Federal Executive Association Chairpersons where appropriate and useful, to disseminate this policy throughout Federal departments and agencies. Furthermore, I would suggest, where needed, that you may want to immediately convene the FEB Board, or Association, the policy committee, or committee on employee dismissal or any other appropriate Federal interagency forum in your geographic area to accomplish, at a minimum, the following:

- A full and complete understanding of the enclosed Federal policies, in general, and how they might be applied within your local area, given current and forecasted energy availability conditions;

- Any immediate amendments or adjuncts to your employee dismissal plan or energy conservation program necessary to implement these enclosed policies and procedures.

- An assessment of your FEB readiness to carry out not only the above policies and procedures, but including a determination of how the FEBs will work with appropriate FEAs in close proximity to your FEB within the same region.

- FEB Chairpersons should inform those Federal agencies who operate their own facilities (DOD, USDA, VA, etc.) of these guidelines and suggest that they may want to implement similar procedures.

In summary, this is an unprecedented situation facing the Nation. Maximum coordination of decisionmaking is imperative to ensure consistent and responsible Federal action.

Finally, if you have any problems or questions which cannot be addressed by the regional CSC and GSA offices, contact Dick Feezle, Chief, Field Operations Branch, phone 202-395-3477, Naomi Mitchell, FEB Secretariat, phone 202-395-4554, or OMB FEB reps as appropriate.

Vince

Vincent Puritano
Deputy Associate Director
for Intergovernmental Relations
and Regional Operations

Enclosure

United States Civil Service Commission

Bulletin

Bulletin No. 610-27

Washington, D. C. 20415
January 31, 1977

SUBJECT: Energy Conservation and Personnel Management

Action Date:

Heads of Departments and Independent Establishments:

The fuel shortage in many parts of the country is becoming increasingly critical as below normal temperatures continue. Federal buildings in a number of locations, as well as other installations in which the Government leases space, are also being affected by the fuel shortage. As a result, we have received a number of calls asking for guidance on personnel management actions as fuel supplies grow short or are temporarily exhausted.

The purpose of this Bulletin is to set forth, in summary fashion, the leave and pay treatment features of the Federal personnel system that are particularly relevant when Federal offices or facilities are curtailed, under appropriate authority, in order to conserve energy for future use, or when there is no alternative but to temporarily shutdown because of non-availability of fuel or power.

Raymond Jacobson
Executive Director

Attachment

Inquiries: Bureau of Policies and Standards, Pay and Leave Administration
Code 101, Extension 2-5604 or 632-5604

Code: 610, Hours of Duty

Distribution: FPM (advance edition limited)

Bulletin Expires: December 31, 1977

The unusually cold Winter weather which has been experienced in many parts of the country this season is creating fuel shortages in some areas.

The Commission is aware that some agencies are already planning for appropriate actions in this connection. In making adjustments in agency operations, agency management should assure themselves that the interests and concerns of employees are fully considered, and that employees through their union representatives have the full opportunity to participate, as appropriate, in decisions that will affect them on the job. (For prior guidance on this matter, see CSC Bulletin 711-29, Technical Advice on Labor-Management Responsibilities in Implementing Federal Management Circular 74-1.) Any personnel actions must be effected in accordance with Commission regulations and policies. It is emphasized that the health and safety of employees in these emergency situations is a matter of prime concern to the Government.

Of course, we cannot anticipate the full range or possible combinations of situations which may arise in connection with the fuel shortage. Circumstances may dictate actions as simple as lowering the temperature level in a given building or as substantial as the closing of a Federal installation for a week or more.

Agencies in a given locality are urged to coordinate and cooperate in addressing such problems of mutual concern. This may be accomplished through such Federal interagency groups as Federal Executive Boards and the like.

There are a number of alternative courses of action which agencies may consider depending upon the severity and anticipated duration of any condition. This review of the available alternatives is intended to provide necessary information to assist agencies which are faced with an emergency situation. It should be emphasized that all of the alternatives presented below are already contained in existing law, regulation or FPM instructions.

There are basically two types of general situations which can arise.

I. Fuel Crisis of Limited Duration (Expected one-time occurrence).

Severe weather may create a physical impediment to delivering fuel, thus creating an immediate problem which is expected to be of short duration, i.e., 1 week or less. In this case, it is likely that a metropolitan area, or even an entire state may be similarly affected. A critical situation could lead to a decision by appropriate officials affecting Federal buildings. While some critical functions such as hospital operations must continue to operate there are many other functions and services which could be curtailed.

Where the emergency is expected to be of very limited duration, agencies may grant excused absences without charge to leave consistent with policies established for other short term emergencies e.g., snowstorm, flood, fire, etc. (See Appendix A, Chapter 610, FPM Supplement 990-2, Guidelines for Dismissal and Leave Treatment of Federal Employees During Emergency Situations.)

II. Fuel Crisis of Indefinite Duration.

Where fuel supplies are dwindling rapidly due to high use levels brought on by extremely cold temperatures and delivery problems, it may be necessary to curtail operations by closing for some prolonged or regularly recurring period in order to conserve the fuel which remains.

Under such a situation, the use of excused absence is inappropriate. Other options which should be considered are as follows:

A. Maximum use of Details or Temporary Relocation.

Every effort should be made to keep those employees at installations which are affected at work. Towards this end, employees could possibly be detailed or relocated for useful work to other installations at which operating schedules have not been affected. (Availability of fuel and type of fuel used may allow some installations to continue normal or near normal operations while others cannot.) Cooperative arrangements among agencies are encouraged. It is recognized, however, that if an entire geographic area is being adversely affected detailing may not be possible.

B. Extended Work Day and use of Compensatory Time.

General Schedule employees may be granted compensatory time off where overtime worked is either irregular or occasional in nature. It should be noted, however, that in accordance with the provisions of section 5543 of title 5 U.S.C., employees whose rate of basic pay is at or below the maximum rate of GS-10 must voluntarily request compensatory time for it to be authorized. Under these emergency circumstances discussed herein, employees could be offered the opportunity to work two additional hours on each of 4 days with the overtime to be taken as compensatory time off on the fifth day within the same workweek.

However, under the law, agency heads have authority to prescribe that employees whose rate of basic pay is in excess of the maximum rate of basic pay of GS-10 shall be granted compensatory time off for irregular or occasional overtime.

The Federal Wage System makes no provisions for granting compensatory time off to employees in lieu of overtime and, therefore, employees covered by that system could not use this option.

C. Use of Annual Leave.

General Schedule employees who do not wish to work overtime hours for compensatory time and Federal Wage System employees may use any annual leave which is available to them. While the taking of annual leave can be at the request of any employee, agencies have the authority to place employees with sufficient annual leave to their credit (including any annual leave that will accrue to the employees during the year) on annual leave at times considered appropriate by management. In exercising the authority to place employees on annual leave, agencies must comply with provisions in negotiated agreements.

D. Use of Leave Without Pay.

In the absence of earned leave or leave that will accrue during the year, or if an employee prefers not to disturb accumulated leave, an employee can be placed on leave without pay, but only at the employees's request.

E. Furlough.

Furlough, while not precluded, should generally be used as a last resort.

Agencies have the clear obligation to treat employees in a responsible manner; and employees in turn are asked for their understanding and cooperation in enabling their agencies to deal effectively with exceptional situations brought about by the current fuel shortage.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

February 7, 1977

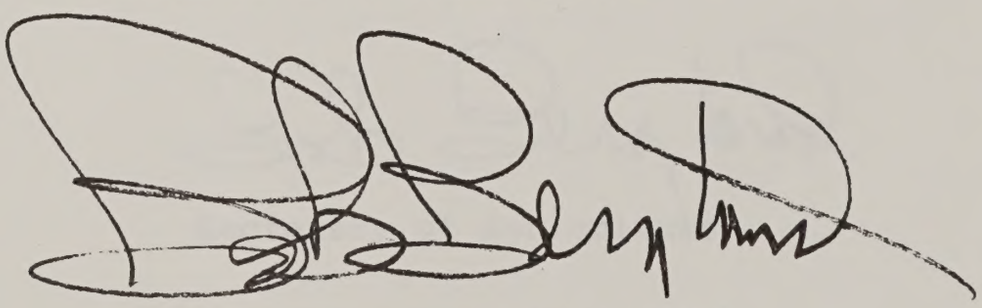
MEMORANDUM TO ASSISTANT SECRETARIES AND HEADS OF DEPARTMENT AGENCIES

Handling of Presidential Mail

President Carter has asked us to give top priority to mail referred from the White House to this Department for reply. He expects a response to be in the mail within nine business days. A White House Correspondence Unit will conduct a followup program, with telephone calls to selected persons, to assure that this deadline is being met.

I cannot overemphasize the need for prompt, responsive replies to all White House referrals so that we can best serve the needs of the public. Therefore, I am asking each Assistant Secretary and the Agencies under his jurisdiction to do their utmost to ensure that we comply with the President's request.

I will greatly appreciate your cooperation in this matter.



SECRETARY OF AGRICULTURE

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 9, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation as Acting Administrator, AMS, and Interim Administrator, FGIS

Effective March 1, 1977, William T. Manley is named Acting Administrator, Agricultural Marketing Service.

Also effective March 1, 1977, Mr. Manley is delegated the authority to carry out all responsibilities conferred upon the Secretary of Agriculture by the United States Grain Standards Act of 1976, P. L. 94-582, and to direct the activities of the Federal Grain Inspection Service until such time as an Administrator is appointed by the President.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

CORRECTED COPY March 9, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Limitation on Hiring and Revision of Employment Ceilings

This Memorandum provides guidance with respect to the limitation on hiring ordered by the President in his memorandum of March 1, 1977, and OMB Bulletin No. 77-7, dated March 3, 1977, on limitation on hiring and revision of employment ceilings.

Pursuant to the President's memorandum and OMB Bulletin No. 77-7, each Agency will establish controls to limit the number of appointments to full-time permanent positions to not more than 75 percent of the number of its vacancies occurring after February 28, 1977 (i.e., Agency full-time permanent hiring is restricted to on-board strength as of February 28, 1977, less 25 percent of vacancies occurring thereafter).

Except for the exemptions listed below, this limitation applies to all new hires and to transfers of personnel between this Department and other Executive Branch Agencies. The limitation is effective immediately and will remain in effect until new employment ceilings have been established for Fiscal Years 1977 and 1978.

Where necessary, personnel reallocations should be made within Agencies to meet needs of highest priority and to assure that vital and basic services are not interrupted. The following methods will not be used to alleviate the effect of this limitation: (1) contracting with firms and institutions outside the Government, and (2) hiring of part-time or temporary personnel as a substitute for full-time permanent employees.

To preserve the continuity of Department operations, the following exemptions to the limitation on hiring are permitted:

a. with the approval of the Secretary, hiring necessitated by emergency situations involving the safety of human life and the protection of property;

b. filling of positions under programs that are presently exempt from employment ceilings;

c. hiring for positions required to be filled under specific provisions explicitly stated by law (this does not include interpretations of law, i.e., appropriation acts, that do not contain requirements for specific employment levels);

d. hiring in accordance with firm commitments made in writing by Agency Personnel Officers, prior to the effective date of the limitation;

e. reassignments of personnel within the Department;

f. executive level appointments;

g. appointments to positions of a confidential or policy-making character (established under Schedule "C" or as "noncareer executives" by the Civil Service Commission);

h. shifting of employees from or into the Department because of a transfer of functions resulting from Presidential reorganization action; and

i. hiring of employees who receive no compensation (if otherwise permitted by law).

In a very limited number of cases, additional exemptions may be granted if the Office of Management and Budget (OMB) determines that such action is necessary to preserve the continuity of Government by assuring that essential services are provided and that fundamental needs are met. Where an Agency Head believes that circumstances in an Agency warrants such an exception, an appeal may be made in writing to me fully justifying the need for additional personnel and explaining why intra-Agency reallocation is not feasible. I will determine whether an appeal will be made to the Director of the OMB.

In his memorandum of March 1, 1977, the President stated that existing employment ceilings for Fiscal Years 1977 and 1978 will be reevaluated to determine the lowest number of employees needed to operate the Government effectively and efficiently. The OMB will undertake this review jointly with Agencies, and discussions will be initiated as soon as possible. It is anticipated this review will be completed and that the Department will be advised of its new ceilings by early April. At that time, the limitation on hiring will be withdrawn.

After the new ceilings have been assigned, Agencies will develop target levels for full-time permanent and total employment as of June 30, 1977, and March 31, 1978. These targets will be submitted to the Director of Management and Finance by no later than Friday, April 15, 1977. Specific information and guidance on employment levels for each Agency will be issued by the OMF.

Any reductions in current employment ceilings will be achieved through attrition. Thus, some Agencies may have to continue to curtail hiring once the hiring limitation has been withdrawn in order to comply with new employment ceilings.

Questions regarding the contents of this Memorandum should be addressed to the Budget Division, OMF. The instructions in this Memorandum are effective at once, and will remain in effect until September 30, 1978.

Secretary of Agriculture

March 10, 1977
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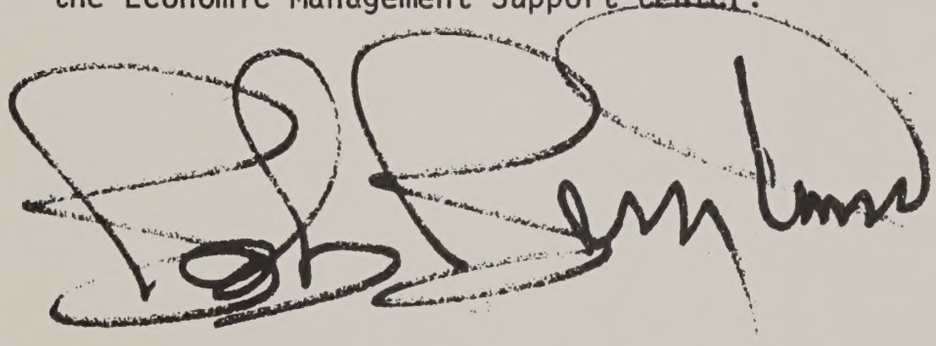
UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 10, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Appointment of the Director of Agricultural Economics

I have today announced the appointment of Howard W. Hjort to the position of Director of Agricultural Economics. Mr. Hjort in that capacity will serve as my Chief Economic Advisor. He will coordinate all economic analysis and review all decisions involving substantial economic policy implications. He will be responsible for technical review and approval of all economic outlook and situation reports and statements prepared within the Department. In addition, Mr. Hjort will direct the operations of the Economic Research Service, the Statistical Reporting Service, the Farmer Cooperative Service and the Economic Management Support Center.



Secretary of Agriculture

March 14, 1977
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UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 14, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Administrator of
the Rural Development Service

Mr. Jerome J. Klement was designated as Acting Administrator of the Rural Development Service, effective March 6, 1977.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 14, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Assistant to the Secretary for Intergovernmental Affairs and Acting Director, Office of Intergovernmental Affairs

Effective March 6, 1977, I am designating Mr. James S. Wood to serve as Acting Assistant to the Secretary for Intergovernmental Affairs, and Acting Director, Office of Intergovernmental Affairs.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 15, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Effective Management of Employment Requirements

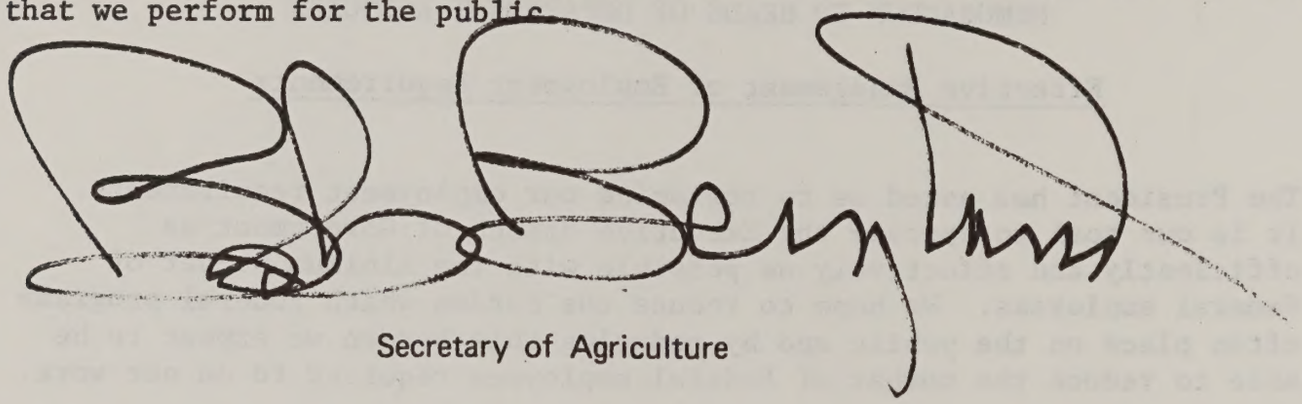
The President has asked us to reexamine our employment requirements. It is our goal to operate the Executive Branch of Government as efficiently and effectively as possible with the minimum number of Federal employees. We hope to reduce the burden which Federal programs often place on the public and by reducing this burden we expect to be able to reduce the number of Federal employees required to do our work.

At the same time, we do not plan to carry out any reductions in force. We are convinced that through attrition and reassignment we can continue to carry out our work without disrupting operations internally or diminishing the services we provide the public.

In an effort to carry out the President's program, I have announced that we plan to review every position in our organization. I would like to begin this program immediately with a review of all Washington headquarters staff positions, whether currently filled or vacant. I ask that each of you begin such a review immediately. Each position should be analyzed to determine whether the work can be terminated, combined with other work, or streamlined and simplified. Some of the unnecessary work which we are required to perform may be mandated by law or regulations. Such work should be identified and efforts made to change these requirements.

I would like to have your review of the Washington offices completed by April 15 and a report sent to me indicating the number of positions reviewed, the number recommended for elimination, and any recommendations regarding statutory or regulatory changes which you are unable to accomplish within your own agency. We expect to receive revised employment ceilings from OMB at about that time and this information should permit us to allocate the new ceilings on the basis of this review. We may later extend the review to include your regional and State offices and over time all of the offices of your agency.

Again, I want to stress no one will lose his or her job as a result of this review. As positions which you identify as being unnecessary become vacant they should be abolished. Further, positions which are currently vacant, but for which a need continues to exist, should be filled by reassigning personnel from positions which you have determined to be unnecessary. With your cooperation we should be able to achieve a significant reduction in employment without any reduction in the services that we perform for the public.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 16, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

President's Reporting Burden Reduction Program

President Carter has expressed his determination to improve the efficiency and effectiveness of the Executive Branch of Government. Among the efforts which he wants his Cabinet Officers to undertake is a reduction of the burden which reporting to the Federal Government places upon the American public. He has asked me to personally assume responsibility for carrying out this task within this Department. In order to carry out this responsibility, I would like to determine:

-- How many reports does each agency receive?
-- How many can be combined or eliminated?
-- How can they be simplified?
-- Can less frequent reports serve adequately?
-- Can major departments, agencies and sub-agencies share the same report?

The Office of Management and Budget has issued guidelines to agencies. These guidelines:

-- Establish ceilings for both repetitive and single-time reports and prescribe rules for clearing new reports after the ceiling has been reached,

-- Establish specific goals to be achieved by September 30, 1977, for reducing the amount of time spent by the public on reporting; and

-- Establish procedures for reducing the burden of public reporting after September 30, 1977, including the development of recommendations for changes in legislation.

By March 31, 1977, we need to report to the Office of Management and Budget our goal for the reduction of reporting to be achieved by September 30, 1977. In addition, we are to recommend specific changes in legislation that could reduce excessive reporting or record keeping requirements. Recommendations are to be reported quarterly beginning March 31, 1977, with an estimate of the savings which could be achieved if the recommendations were enacted.

The Statistical Reporting Service will continue to have the primary responsibility for public reports. The Office of Management and Finance

will take an independent look at the Department's public reports so that they can provide me with options for significant decreases in the number of reports. Please submit your report covering your proposed reporting burden reduction and specific changes in legislation to the Statistical Clearance Officer, SRS, Room 4839-S, by March 28. He, in turn, will submit information to the Office of Management and Finance. This will permit me to carry out my responsibility for reviewing each report and recommendation prior to submission to the Office of Management and Budget.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 29, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

QUOTA SUPERGRADE SPACES

As a part of our plan to better utilize our manpower, we wish to make certain that priority programs in USDA are properly staffed at the management level. To accomplish this, the following procedures are effective immediately:

> As a quota supergrade position in Grades 16, 17, or 18 becomes vacant, the agency will send a CSC Form 915, "Notification of Vacancy" to the Office of Personnel.
>
> An agency may not begin to fill its vacant quota supergrade space or a substitute position until authorized to do so by the Office of Personnel. This authorization will not be granted until after review by the proper program Assistant Secretary or Director and approval by the Secretary.

I have asked the Office of Personnel to issue instructions on how agencies may justify filling vacant supergrade slots and the need to develop and maintain priority lists of quota supergrade needs.

It is my intention that each program Assistant Secretary or Director will evaluate agency requests and rank-order these needs for his or her program area. A Departmental priority list will be developed from these program area lists to reflect the Administration's current program emphasis and long-term objectives.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 1, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Zero-Base Budgeting

President Carter pledged during his campaign that he would establish Zero-Base Budgeting throughout the Federal Government. He has now issued a memorandum to me and the Heads of other Executive Departments and Agencies asking us to institute a Zero-Base system within our agencies for the development of the fiscal year 1979 budget.

Implementation of a Zero-Base Budgeting system will permit us to:

-- Focus on the analysis of objectives and needs.

-- Combine planning and budgeting into a single process.

-- Require managers to evaluate the cost-effectiveness of their programs, and

-- Involve all levels of management in the planning and budgeting process.

I share the President's view of Zero-Base Budgeting. It provides us with a tool for comprehensive evaluation of all our programs and an analysis of the needs which are not now being met. It is an open process by which we can focus on program results. Ineffective or wasteful programs should be curtailed and replaced by programs which better meet the needs of our citizens.

Each of the Assistant Secretaries will soon be issuing instructions to you initiating this process. I intend to personally monitor the progress we are making. I hope to be able to meet with you at least twice to review your progress in developing the Department's program, legislative and financial plans for fiscal year 1979.

Since this will be the first comprehensive analysis of Departmental programs by the new Administration, I cannot overemphasize its importance. I am sure that I can count on each of you for your cooperation during this critical period.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 13 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Administrator, and Acting Deputy Administrator, Food Safety and Quality Service

In addition to their other assigned functions, effective immediately, I am designating Dr. Francis J. Mulhern to serve as Acting Administrator and Mr. William T. Manley to serve as Acting Deputy Administrator of the Food Safety and Quality Service.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 18, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting General Sales Manager,
Office of the General Sales Manager

Effective immediately, I am designating Mr. George S. Shanklin as Acting General Sales Manager of the Office of the General Sales Manager.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 18, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Administrator of the Farmers Home Administration

Effective Saturday, April 16, 1977, I am designating Mr. Denton E. Sprague as Acting Administrator of the Farmers Home Administration to perform all of the functions heretofore delegated to the Administrator, Farmers Home Administration. Mr. Sprague will continue to perform these functions until confirmation of the new Administrator by the Senate.

Secretary of Agriculture

USDA ERS NEAD
AGRICULTURAL HISTORY
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UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

Distributed By AMS, AS,
Directives Branch
A,D

May 6, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Honorariums and Outside Activities

To guide you in determining how to react to situations with which you will be confronted, the following general guidelines apply:

1. Engage in no outside employment which would result in a conflict of interest or the appearance of conflict of interest.

2. Do not accept payment for any activity which draws substantially from official U.S. Government data or ideas.

3. Do not accept honorariums from speaking engagements, written articles, or radio/television appearances. This applies to honorariums even though the check is endorsed to a charitable organization. This also extends to a charitable organization. This also extends to accepting direct payments or payment in kind for accommodations, travel, or other expenses for yourself or members of your family.

It is recognized that unique situations will arise where the general guidelines set forth above might be inappropriate. In those instances you should seek advice from J. Michael Kelly, Department Counselor (Extension 76324), or in Mr. Kelly's absence, Clyde W. Fisk, Deputy Department Counselor (Extension 73327).

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

Distributed By AMS, AS,
Directives Branch
A,D

May 10, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Administrator,
Packers and Stockyards Administration

Effective immediately, John T. Coyne is designated Acting Administrator, Packers and Stockyards Administration.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 12, 1977

Distributed By AMS, AS,
Directives Branch
A,D

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Directors, Office of Budget, Planning, and Evaluation and the Office of Finance

Effective immediately, Mr. Jerome A. Miles is designated Acting Director of the Office of Budget, Planning, and Evaluation, as well as the Acting Director of the Office of Finance.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

May 17, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

USDA Annual Safety and Health Report for CY 1976

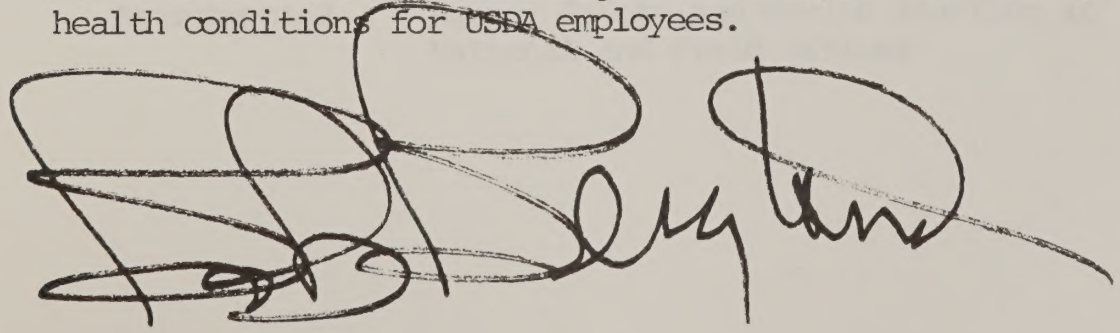
Enclosed is a copy of the "Annual Safety and Health Report of the U.S. Department of Agriculture for Calendar Year 1976." This report, provided to the Secretary of Labor as required by Executive Order 11807, shows the Department's past year's accomplishments and next year's objectives as well as the status of eight safety management programs. A copy of this report has also been sent to your Agency Safety Manager.

You may wish to note that page 19 of this report identifies the "Total Direct Costs Resulting from Accidents" for the past year. The Department's losses sustained through Injury Compensation, Property Loss, and Tort Claims amounts to $13,726,395. These direct costs do not reflect additional losses such as costs to prepare reports, investigate accidents, loss of productivity through replacement and training of personnel, etc.

The Department is addressing means to reduce manpower and material losses. A significant portion of our compensation costs resulted from motor vehicle accidents and occupational illnesses. A comprehensive motor vehicle management program is being developed in cooperation with Agencies. The program includes criteria for personnel operating vehicles and a vehicle inspection requirement. The regulations should be issued to Agencies by June 1977.

We are working on a program to reduce the costs associated with occupational illnesses. Capability to administer an effective Industrial Hygiene program is being given high priority by the Department, and we expect to take initiatives in this area during CY 1977.

Finally, a task force was established to provide recommendations for improving the USDA Safety Management Programs. The results of the task force effort should have a significant impact toward improving safety and health conditions for USDA employees.



Secretary of Agriculture

Enclosure

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INTRODUCTION

The United States Department of Agriculture includes 19 program agencies, operating over 350 major diverse programs, through about 18,000 locations with about 115,000 employees. The Department cooperates with States, agricultural organizations, food and fiber processing associations, farmer cooperatives, and industrial corporations, as well as with individual farmers in carrying out its many assignments. The Department's general objectives are concerned with the economic production and distribution of essential food and fiber, wise conservation of natural resources, development of rural areas, sound stabilization of farm prices and returns, scientific investigation of newer and better methods of agricultural production, regulation of markets and trade in farm products and facilities, development and expansion of foreign markets, and dissemination of getting information to farmers and the public on achievements and progress made.

Part I

DEPARTMENTAL ACCOMPLISHMENTS

FY 1976

Last year the Annual Report announced that the Department has developed four objectives for FY 1976. The objectives were established based on previous evaluations conducted by the Office of Federal Agency Safety Programs, U.S. Department of Labor. The objectives tied into the eight programs that the Department of Labor used to evaluate progress by agencies in safety and health.

The eight safety management programs included in these evaluations were:

1. Administration
2. Inspections
3. Training
4. Accident Investigation; Reporting and Analysis
5. Committees
6. Standards Development
7. Informational and Promotional Activities and
8. Research and Engineering for Job Safety and Health.

The FY 1976 objectives involved coming into compliance in four areas which were considered most important. These were:

1. Administration
2. Inspections
3. Training and
4. Internal evaluations.

On March 19, 1976, the Department's OSHA implementation plan was issued to agencies as a part of the Department Personnel Manual system. This provided broad policy requirements for agencies to follow. Additional guidelines, procedures, and technical assistance was to follow as they were developed with emphasis given to the four previously mentioned objectives. A facilities inspection guide was developed and sent to agencies for comment. Some adjustments to the guide were necessary based on the responses. A final version was published and quantities sent to agencies. Agencies were not required to use the guide (and some chose to develop their own). Agencies were required to complete an "Inspection Monitoring Record" and send it to the Department by February 1. The reports will assist the Department in determining how effective agencies are in carrying out the Department's policy on facilities inspections. It will also assist the Department in determining how much agencies will need to budget to correct unsafe/unhealthful working conditions. (See Section VIII.)

Part I

With regard to administration, recommendations were made regarding staffing at the Department and agencies levels. It was particularly emphasized that there was a need for Industrial Hygiene capability at the Department level. A position paper was prepared identifying the need for such capability and emphasizing the value of such a person on the staff. The paper has reached the attention of the Assistant Secretary for Administration for appropriate action.

Budgeting for safety and health management was emphasized during the year. A representative from the Office of Management and Finance (OMF), spoke to the Safety Management Advisory Group (SMAG) at the August 1976 meeting. He discussed the budgetary process and how Safety Managers could best impact on the total USDA budget. At the December 1976 SMAG meeting another representative from OMF spoke to the group about identifying funds for safety and health through OMB Circular A-11. As a result of this emphasis, four agencies provided safety and health cost data for FY 1976, 1977 and 1978. These agencies were: Agricultural Research Service, Food and Nutrition Service, Soil Conservation Service and Forest Service. In addition the Farmers Home Administration and the Department Staff Office made submissions which were not received by OMF in time for forwarding to OMB.

The FY 1976 objectives were established contingent on staffing being available to develop the program objectives. The training program would have been established with assistance by the Industrial Hygienist; the internal evaluation program through the efforts of a student researcher. As neither position was approved, these objectives didn't get underway and are being carried over to FY 1977.

Part II

DEPARTMENTAL OBJECTIVES

FOR FY 1977

The Department has developed nine objectives for FY 1977. One of these (reduce 10% by FY 1978 cost of motor vehicle accidents) has been included in the USDA Management Improvement Initiatives system. Three are carry-overs from FY 1976: (1) Inspection of Facilities (only evaluation of system remains); (2) training program; and (3) internal evaluation program. The work plans for each objective are as follows:

OBJECTIVE	TARGET DATE
(1) Staffing	
(a) Industrial Hygienist	
1. Justification for position	Completed
2. Approval for position by Assistant Secretary	1/24/77 (Delayed)
3. Advertise/Interview/Select	2/21/77
4. On Board	3/7/77
(b) Safety Manager for the Office of the Secretary Staff Offices	
1. Justification for position	Completed
2. Approval for position by Director of Personnel	1/17/77
3. Advertise/Interview/Select	2/14/77
4. On Board	2/28/77
(2) USDA Function Statement on Safety and Health	
1. Develop authorities, responsibilities and program interfaces	2/28/77
2. Proposal for review by Assistant Secretary for Administration	3/7/77
3. Implementation of Approved Recommendations	5/2/77

OBJECTIVE	TARGET DATE
(3) Inspection of Facilities	
1. Develop policy/procedures	Completed
2. Develop inspection checklist	Completed
3. Review with Safety Management Advisory Group	Completed
4. Comments received on policy/ procedures	Completed
5. Provide reporting requirements, due dates for inspection results	Completed
6. Issue package	Completed
7. Identify sampling of facilities where inspection reports are to be submitted to Department	1/10/77
8. Review agency responses on inspection monitoring record	2/7/77
9. Evaluate effectiveness of inspection program	3/7/77
(4) Reduce 10% by FY 1978 Cost of Motor Vehicle Accidents	
1. Review present motor vehicle application procedures to determine necessary changes	Completed
2. Develop standards for issuance of SF-46	Completed
3. Determine feasibility of requiring use of National Drivers Register	Completed
4. Develop standards for removal of SF-46	Completed
5. Develop agency tracking system for issuance of SF-46	Completed

OBJECTIVE		TARGET DATE
6.	Develop requirement for driving capability to be included in position description	Completed
7.	Develop motor vehicle inspection program	Completed
8.	Draft of manual sent to USDA, Agencies, Office of Operations, Department of Transportation and Civil Service Commission for comment	Completed
9.	Issue regulations	2/28/77
10.	Obtain from Office of Workers' Compensation Programs, DOL, cost for compensation/medical expenses and merge with SMIS data	2/7/77
11.	Merge USDA automated 45 day continuation of pay data with SMIS	4/4/77
12.	Merge tort claim data with SMIS	5/30/77
13.	Prepare printout of FY 1976 cost to establish base-line cost	6/27/77

(5) Information Systems and Data Analysis

1.	Request National Finance Center, USDA, to determine capability to meet SMIS programming needs	(No response from NFC)
2.	Review NFC response/explore alternatives	(No response)
3.	Develop approach for ad hoc queries	Completed
4.	Determine reprogramming requirements	1/10/77
5.	Discuss approach with Safety Management Advisory Group (SMAG)	2/14/77
6.	Recommend change to Director of Personnel	2/14/77

OBJECTIVE		TARGET DATE
7.	Implement change	2/28/77
8.	Establish system to finance SMIS	2/28/77
9.	Provide sample output runs to SMAG	3/7/77
10.	Identify cyclical report needs	4/11/77
11.	Request assistance from Washington Computer Center for special needs	4/18/77

(6) Program Evaluation (Conduct four evaluations)

1.	Develop draft of plan	2/14/77
2.	Submit to Safety Management Advisory Group (SMAG) for review	2/28/77
3.	Evaluate comments	3/21/77
4.	Draft to Agency Heads for Comment	3/28/77
5.	Finalize plan	4/11/77
6.	Establish evaluation schedule	4/18/77
7.	Select teams for evaluation	4/25/77
8.	Discuss package with SMAG	5/9/77
9.	Announce plan to Agency Heads	5/16/77
10.	Team orientation	5/23/77
11.	Begin evaluations	5/30/77

(7) Training program

1.	Determine type/extent of training presently given	Completed
2.	Determine additional training needs	1/24/77

OBJECTIVE		TARGET DATE
3.	Develop training priorities	1/24/77
4.	Draft course content	2/28/77
5.	Review draft with SMAG	2/28/77
6.	Draft to Agencies for comment	3/7/77
7.	Evaluate comments	3/28/77
8.	Establish dates/location for training	4/11/77
9.	Establish administrative procedures	4/11/77
10.	Announce to Agencies/request attendance	5/2/77
11.	Conduct initial training	6/13/77
(8) USDA Safety Management Conference		
1.	Obtain approval for conference	Completed
2.	Select location/dates	Completed
3.	Obtain estimate from Agencies on number attending/agency meetings	Completed
4.	Identify facilities	Completed
5.	Select local coordinator (host)	Completed
6.	Develop agenda with SMAG	Completed
7.	Finalize agenda/arrangements	2/14/77
8.	Memo to Heads of Agencies transmitting agenda	2/28/77
9.	Coordinate advance registration	4/11/77
10.	Conference	5/10/77

OBJECTIVE	TARGET DATE
(9) Evaluation of USDA implementation of Executive Order 11807 and 29 CFR 1960	
1. Request comments from Agencies concerning problems with present regulations	3/21/77
2. Discuss responses with SMAG	5/9/77
3. Draft revision as necessary	5/16/77
4. Submit changes to Agencies for comment	5/30/77
5. Review comments	6/27/77
6. Issue changes if necessary	8/1/77

Part III

PROMOTION

The Department actively promotes employee participation in conferences related to safety and health. By memorandum to Heads of Department Agencies, dated October 4, 1976, the Assistant Secretary for Administration recommended attendance at the 1976 National Safety Congress. Additionally it was suggested that laboratory personnel in particular attend. This occupational group was identified due to the Department's emphasis on improved laboratory safety.

The Director of Personnel issued Personnel Bulletin No. 791-51, dated February 18, 1976, which recommended that as many personnel as could be spared, should attend the Regional Federal Safety Management Conferences. The dates and locations were also supplied. The Department Safety Manager addressed the June 1976 conference in Atlanta, Georgia. Nearly 25% of the attendees were USDA employees.

A cassette recording was made by the Secretary of Agriculture which expressed his concern for safety and health within USDA. Duplicates were made and the recording was used at several conferences and training sessions during the year.

The Department has a publication distributed to supervisors called "Guides for Supervisors". The guide is being revised and in the revised edition the safety and health portion will be strengthened considerably.

Part IV

ADMINISTRATION

Safety Management programs within the Department of Agriculture are generally organized within the personnel function at the Department and Agency Headquarters levels. Field safety personnel may or may not be organized under personnel. In Agricultural Research Service full-time safety managers report to the Administrative Officers.

There is a Safety Management Advisory Group which is composed of the principal safety manager(s) for each agency and the Department Medical Officer. Beginning in December 1976, Chairmanship of the group rotated among agencies. The group meets once a month on the second Monday.

Four agencies have full-time safety professionals:

1. Forest Service;

2. Soil Conservation Service (Headquarters only);

3. Animal and Plant Health Inspection Service;

4. Agricultural Research Service.

There are eighteen full-time safety professionals in the field, which report to field personnel and not to the Agency Safety Manager. The Departmentwide safety management staffing ratio is one safety professional per 5,200 employees.

During the year, the Department received two external evaluations of safety and health programs (GAO and DOL) and one internal evaluation from the Office of Audit. Each report was critical of the Department's efforts to implement effective safety and health programs. Reacting in a positive manner to the criticisms, the Assistant Secretary for Administration established a task force to review USDA's safety and health programs and provide to him recommendations. The task force was organized in December 1976. Team composition included expertise in budgeting, property management, management analysis and safety management. Representation comprised both Department and agency officials. The Task Force is addressing: (1) organization and administration of Department and agency safety and health programs; (2) involvement of employees and/or employee representatives in the operation of these safety and health programs; and (3) budgeting for the correction of safety and health hazards in USDA occupied space.

A task force report and recommendations are expected by March 1, 1977, with modifications implemented by June 1, 1977.

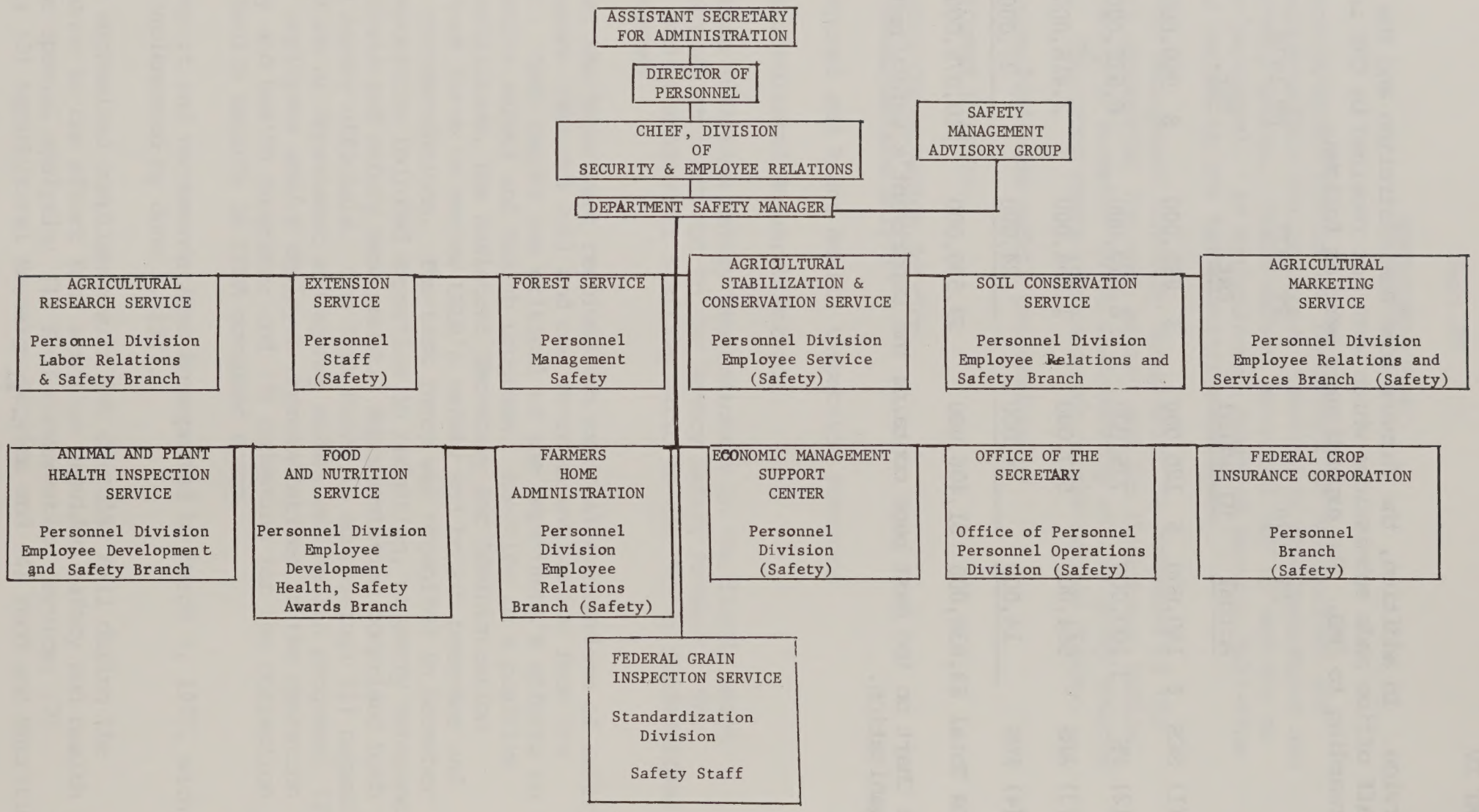
The Department emphasized compliance with OMB Circular A-11 during the year. In response to the effort four agencies provided safety and health funding for the special analysis: (1) Soil Conservation Service; (2) Forest Service; (3) Agricultural Research Service and (4) Food and Nutrition

Service. In addition, the Farmers Home Administration and the Department staff office made submissions which were not received by OMF in time for forwarding to OMB. The expenditures were as follows:

	FY 1976		FY 1977	FY 1978
	Actual	TQ Actual	Est.	Est.
(1) SCS	$ 160,000	$ 120,000	$ 880,000	$ 960,000
(2) FS	3,100,000	775,000	6,670,000	6,670,000
(3) ARS	564,000	507,000	1,956,000	2,418,000
(4) FNS	14,000	4,000	24,000	27,000
USDA Total	$3,838,000	$1,406,000	$9,530,000	$10,075,000

The Chart on the next page contains the Department's safety management organization.

ORGANIZATION OF THE DEPARTMENT SAFETY MANAGEMENT PROGRAMS



Part V

TRAINING

For FY 1976 one of the primary objectives was to develop and put in place comprehensive training programs for all levels of management. The following methods were prescribed to obtain this objective:

1. Integration of safety management into present training provided to top and midlevel managers (this was not done, but efforts will be made to integrate requirements into Department training regulations contained in DPM 410);

2. Utilization of training modules provided by the Office of Federal Agency Safety Programs (modules are available to agencies and maintained in the Safety Management Research Library);

3. Contracting for safety management training services (this is not being done by the Department yet, but has been accomplished by a few agencies);

4. Training through instructions providing safety management education (training opportunities have been passed along to agencies by the Department).

Much remains to be done at the Department level in terms of providing a coordinated approach to training in Occupational Safety and Health. Some agencies have been active in providing safety and health training to employees. The Agricultural Research Service has been active in establishing regional safety and health conferences. During the year one was held in the Southern Region in New Orleans. The Forest Service and Animal and Plant Health Inspection Service have also provided a substantial amount of training. The Soil Conservation Service has provided the biggest percentage of training the last two years (see 1975 Annual Report, page 14 and 1976 training in the accompanying table).

The Food and Nutrition Service and Agricultural Stabilization and Conservation Service have provided the least training during the past two years. ASCS reported no employees receiving safety and health training in 1976 and only .5% in 1975.

The accompanying chart breaks training out by agency with the number of employees receiving training by category and percentages identified. As was the case last year the bulk of the training was associated with defensive driving and first aid. We expect next year that a number of employees will receive training in environmental health.

Source: Management Analysis Reporting System (MARS)

1/% of total training by each agency
2/% of USDA employees receiving training. Agencies not appearing in table provided no training.

USDA SAFETY AND HEALTH TRAINING PROVIDED TO EMPLOYEES DURING FY 1976

Agency (with number in quotes and % of employees trained)

Category of Training	AMS	ARS	FmHA	FS	OGC	SCS	ERS	OI	FNS	APHIS	OADS	OP	TOTAL	1/ %
Safety Management and Environmental Health		(60) 0.6%	(1) -	(264) 0.5%		(19) 0.1%	(1) -	(2) -	(1) -	(145) 0.8%			(493)	11%
Accident Prevention		(2) -		(74) 0.1%		(1) -							(77)	2%
Driver Training	(32) 0.6%	(168) 1.7%	(19) 0.2%	(841) 1.8%		(392) 2.5%				(150) 0.9%			(1602)	37%
Fire Prevention				(26) 0.05%									(26)	0.6%
Defensive Driving		(6) 0.6%		(364) 0.8%		(200) 1.3%		(12) 3.2%		(59) 0.3%			(641)	15%
Environmental Health													(0)	0%
Personal Accident Prevention				(15) 0.03%		(1) -							(16)	0.4%
First Aid		(37) 0.3%		(873) 1.9%	(1) -	(325) 2.1%		(1) -		(12) 0.07%	(1) -	(1) -	(1251)	29%
First Aid Instructor Training		(3) -		(153) 0.3%		(44) 0.3%				(12) 0.07%			(212)	15%
Safety Management - Basic													(0)	0%
Total Training % of Employees	(32) 0.6%	(276) 2.8%	(20) .2%	(2610) 5.7%	(1) -	(982) 6.2%	(1) -	(15) 4.1%	(1) -	(378) 2.2%	(1) -	(1) -	(4318) 3.2%	100% 2/

Part VI

RESEARCH AND ENGINEERING

During the year, the Department established a safety and health research library in the National Agricultural Library - South Building Branch. There are about 100 textbooks, research studies, publications and periodicals available for personnel doing research work. Additionally, the library has been requested to purchase several other publications to be placed in the library.

The Department has been working with the National Institute for Occupational Safety and Health (NIOSH), to improve the safety and health conditions in USDA laboratories. Particular emphasis during the year was given to those laboratories in the Washington, D.C. area. Improved ventilation systems is a high priority concern and also identifying the chemical processes used in laboratories. During 1977 it is expected that a questionnaire will be developed and sent to all USDA laboratories to determine areas where special emphasis will be given. This will again be done through assistance provided by NIOSH.

The Department provided technical assistance to agencies concerning mixing bias-belted and steel-belted tires. Working with GSA and the Department of Transportation it was determined that:

1 Radials and other type tires must not be mixed on the same axle;

2 Radials must be used in pairs either on all wheels or on the rear axle only (whether the vehicle is rear or front drive or has the engine in front or in the rear);

3 When tires used on the front axle are different than those supplied at the factory, front-end alignment should be changed as necessary to conform to the manufacturer's specifications for the type of tire being used.

This information was transmitted to agencies by memorandum dated August 18, 1976.

Part VII

ACCIDENT, INJURY, AND ILLNESS INVESTIGATION, ANALYSIS AND REPORTING

The Department operates an automated Safety Management Information System. Data is completed through use of the AD-278, which is a comprehensive accident report used to complete all personal injuries and property damage accidents. A code directory is used to complete part of the accident report and part of the AD-278 is self coding. The system contains traditional accident cause data, but also includes management organizational factors contributing to the accident such as:

1. Inadequate training provided to employees;

2. Inadequate equipment/space/materials;

3. Inadequate inspection/maintenance of equipment;

4. Lack of/or faulty instructions;

5. Insufficient staffing;

6. Management is hiring and/or retaining persons unable to do the job safely;

7. Deficiency in inspecting work and/or unsafe conditions;

8. Deficiency in performance of hazard analysis;

9. Deficiency in implementing existing policy and/or plans.

Data is processed and the Safety Management Information System (SMIS) file is maintained in New Orleans by the National Finance Center. Reports are completed at the field level and reviewed at regional and headquarters levels. Quarterly the Department/agencies and field level units receive a series of printouts from the National Finance Center (NFC). This includes the 102F and 102FF which is automated and does not have to be tabulated manually.

In last year's annual report, a problem was identified as the lack of ad hoc querying capability. The only outputs were the fixed formatted quarterly reports. During FY 1976, arrangement was made with NFC to send a copy of the SMIS tape to Washington, D.C. at the end of each year. The Department now has in Washington, D.C. data for calendar years 1974-1976. Ad hoc queries have been made through use of the Easytrieve generalized retrieval system. Queries have been made on Department initiative or at the request of agencies (primarily Forest Service). Some examples of special SMIS queries made include:

1. Inventory of incidents involving food poisoning (Forest Service);

2. Inventory of motor vehicle accidents occurring in Maryland, Virginia, and West Virginia (SCS);

3. Inventory of Knife Incidents Involving Employees in Processing Plants (APHIS);

4. Inventory of Laboratory Related Incidents by Agency (Department);

5. List of all Incidents Reported by Forest Service Involving Functional Assignment Research (FS);

6. Inventory of Incidents Involving Use of Herbicides/ Pesticides (FS);

7. Motor Vehicle Accidents by Type of Vehicle with Property Damage (for Office of Operations report to GSA);

8. Inventory of Injuries Involving Use of Machetes and Pulaskis (SCS).

During 1977, we intend to develop code translations tables so that coded data will be converted to readable english on printouts. We also expect to prepare summary reports on a periodic basis that are more useful to Safety Management analysts. The Department has also requested Agencies to comment on the Accident Coding Manual. This Manual will be updated and improved during the year.

The tables in this section contain historical as well as current accident experience. Data on injuries is available since 1937. USDA has averaged 21 fatalities reported which is six above the average and the most since 1969 when there were 31. One chart in this section illustrates the medical and compensation increases charged to USDA since FY 1967 by the Office of Workers' Compensation Program, Department of Labor. The average increase over that period of time is 18.75%.

For CY 1974, USDA announced that there were 888 occupational illnesses reported for USDA, which amounted to 17% of the total Federal occupational illnesses, with USDA employing only 4% of the Federal workforce. For CY 1975 USDA reported 1,171 occupational illnesses, which amounted to 19% of the total Federal occupational illnesses with USDA still employing 4% of the total Federal workforce. For CY 1976 the number of occupational illnesses reported again increased to 1,190. On October 6, 1976, the Committee on Government Operations published a report on the "Administration of the Federal Employees' Compensation Act." That report indicates an increasing percentage of compensation awards are now based on occupational illnesses rather than traumatic injuries (from past experience of 15-20% to now 25-40%).

With the increase in fatalities reported for CY 1976, the increase in occupational illnesses and the increasing possibility that illnesses will be compensable, the Office of Workers' Compensation Program chargeback for FY 1977 could increase more than it has since FY 1967.

For FY 1976, the total direct cost of accidents for USDA is $13,726,395. This includes injury compensation, property loss and tort claims.

FY 1976

AGENCY	1) BEC CHARGE-BACK	2) 45 DAY CONTINUATION OF PAY	3)TORT CLAIMS PAID	4)PROPERTY DAMAGE	TOTAL DOLLARS
AMS	$210,153	$17,685	$7,741	$14,361	$249,940
APHIS	1,760,111	223,345	95,736	111,185	2,190,377
ARS	628,420	85,577	43,700	386,530	1,144,227
ASCS	423,129	5,936	21,596	54,985	505,646
ERS	150	1,216	0	0	1,366
FAS	33,950	3,013	1,830	0	38,793
FCIC	77,865	6,362	1,592	13,510	99,329
FmHA	207,759	12,073	19,605	116,895	356,332
FNS	32,611	6,907	8,706	8,325	56,549
FS	4,973,670	311,966	446,692	647,919	6,380,247
SCS	593,972	51,718	59,028	210,111	914,829
SRS	28,142	1,563	992	13,733	44,430
REA	71,023	2,655	0	500	74,178
ES	304,381	3,555	375,000	0	682,936
EMSC	11,691	0	244	0	11,935
OS	208,568	2,740	4,051	15,890	231,249
OTHER	531,857	21,168	42,000	149,007	744,032
USDA TOTAL	$10,097,452	$757,479	1,128,513	$1,742,951	$13,726,395

SOURCES: 1) BEC Printout of Medical and Compensation Payments Charged to USDA for FY 1976 and to be Included in USDA FY 1978 Budget

2) This is Compensation Paid for USDA Injured on Job and Kept on Payroll at Full-Salary. Data is provided by Printout from NFC with Leave Status Reported as Code 74.

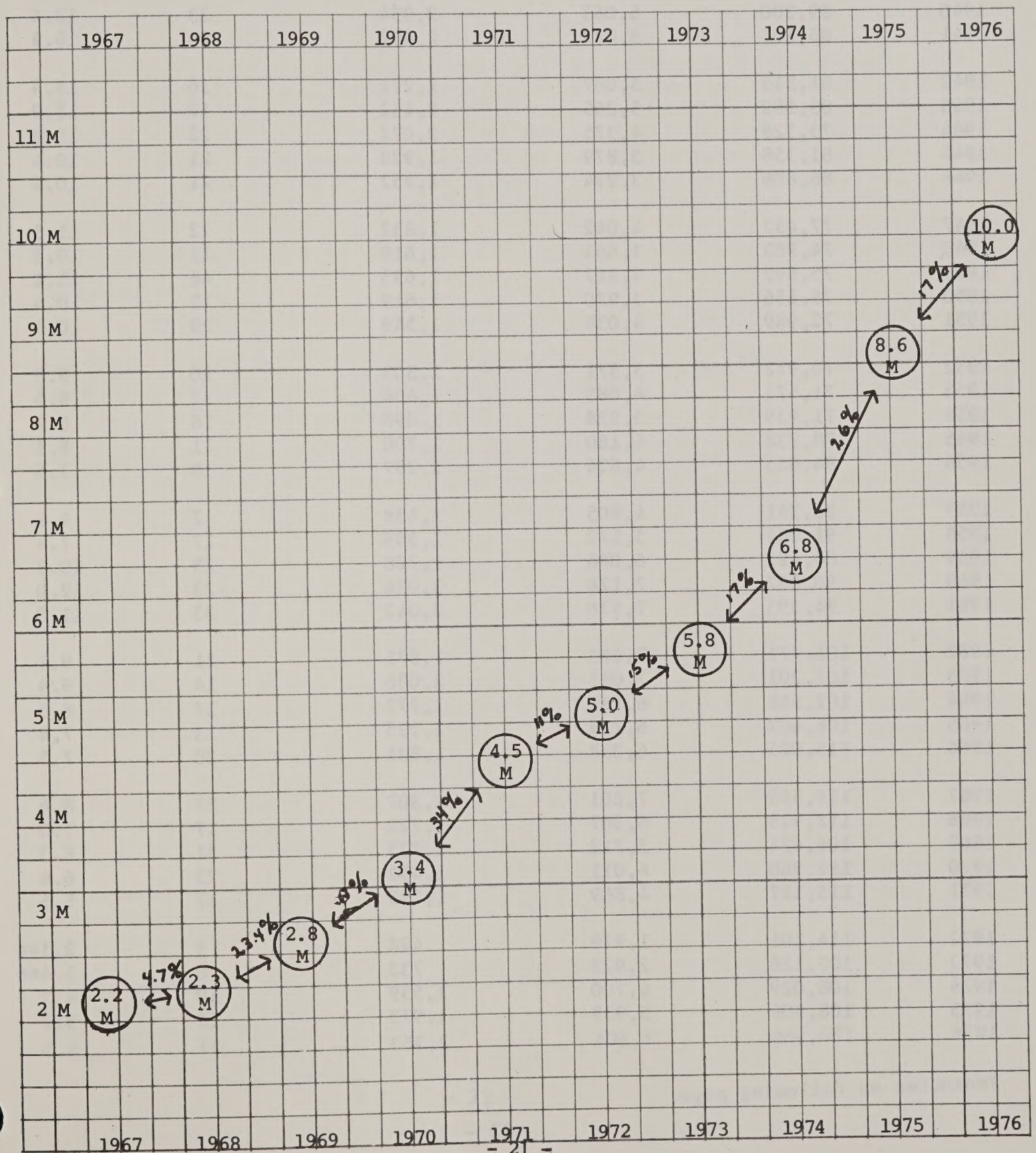
3) Obtained from Office of General Counsel's Record of Payments Made During FY 1976

4) Obtained from 102FF.

COMMENT: OWCP chargeback received from Department of Labor includes: $601,429 for Consummer and Marketing Service. APHIS and AMS have agreed to distribute the C&MS charges on the basis of APHIS (76%) and AMS (24%). Additionally, 42% of the OWCP chargeback to ARS is redistributed to APHIS. The chart includes those adjustments.

Office of Workers' Compensation Program (OWCP)
Chargeback to USDA for Medical
and Compensation Payments - FY 1967-1976

M = million
% is the percent of increase in chargeback compared to the previous year



UNITED STATES DEPARTMENT OF AGRICULTURE WORK INJURY EXPERIENCE

Year	Average Number of Employees	Total No. Injuries	Non-Fatal Disabling Injuries	Fatals Reported	Freq.*
1937	89,042	5,567	2,474	37	15.7
1938	87,190	6,077	2,964	34	19.1
1939	92,778	7,723	3,843	29	23.2
1940	89,300	6,063	2,934	23	18.4
1941	85,101	5,082	2,467	24	16.3
1942	81,515	5,087	2,272	16	13.4
1943	83,382	5,255	2,452	17	12.9
1944	75,529	4,375	2,027	22	11.8
1945	81,358	3,879	1,928	21	10.4
1946	86,806	3,994	1,852	21	10.4
1947	77,457	4,042	1,832	22	11.5
1948	74,983	3,663	1,619	17	10.5
1949	75,692	4,117	1,695	46	11.1
1950	75,156	3,970	1,619	12	10.4
1951	72,989	4,038	1,549	29	10.4
1952	70,912	3,571	1,303	20	9.0
1953	71,571	4,085	1,404	32	9.6
1954	71,939	3,928	1,298	18	8.2
1955	78,238	4,180	1,300	11	8.1
1956	84,025	4,624	1,287	18	7.5
1957	88,341	4,805	1,438	7	9.1
1958	91,884	5,172	1,389	17	7.4
1959	84,425	6,066	1,778	25	10.3
1960	90,882	7,176	2,026	23	12.0
1961	94,395	7,578	2,042	33	11.9
1962	101,771	7,013	1,975	21	9.4
1963	107,201	7,085	2,086	14	9.4
1964	102,518	6,181	1,777	17	8.3
1965	108,688	6,134	1,795	13	7.4
1966	115,025	6,338	1,831	30	7.5
1967	119,588	7,201	2,307	27	8.6
1968	112,925	6,307	1,722	17	7.0
1969	106,474	5,712	1,775	31	8.3
1970	112,960	6,011	1,492	25	6.6
1971	118,127	4,869	1,295	17	5.5
1972	114,101	1,979	498	3	2.1**
1973	107,126	2,925	732	6	3.4**
1974	108,029	4,700	1,559	10	4.2
1975	108,906	5,939	1,973	12	5.2
1976	120,566	6,604	2,353	27	5.3

Footnotes on following page.

*Number of disabling injuries per million man-hours worked.

**Number of injuries (including occupational illnesses per 200,000 hours). 1972 and 1973 not computed by new formula due to incomplete data.

Part VIII

INSPECTIONS

An inspection of USDA space may be performed either as a part of the inspection schedule or as a result of an employee report of unsafe/ unhealthful working conditions. During FY 1976 20 reports of unsafe/ unhealthful working conditions came to the Department's attention. These resulted from referrals by the Department of Labor, informal telephone calls, or memorandums from Agencies concerning matters dealing with GSA. The Department has established an internal system to respond to employee complaints of unsafe/unhealthful working conditions. Employees are to attempt to resolve matters with the supervisor first, then Agency Safety Manager, and if the matter can't be resolved at the Agency level it is referred to the Department Safety Manager for disposition. If the employee is dissatisfied with the Department action, he/she may ask assistance from the Occupational Safety and Health Administration (OSHA).

Below is a listing of reports coming to the Department's attention during FY 1976:

	Date	Agency	Situation	Disposition
1)	4/20/76	AMS	Pallets stacked unsafely with accoustical material	Inspection by Department Safety Office and objects moved
2)	5/5/76	WCC	Concerning health aspects of using STC tape cleaner	Inspected by Department Safety Office and advice given to WCC safety Representative
3)	5/5/76	APHIS	Trees on sidewalk need to be trimmed - Hazard to people due to low limbs	Inspected by Department Safety Office and trees trimmed by D.C. Gov't.
4)	5/1/76	APHIS	Fire protection problems resulting from security program	Department Safety Office contacted GSA, OI and problems partially resolved
5)	4/30/76	ERS	Sanitation in restrooms	Referred to GSA Bldg. Manager and problem resolved
6)	7/1/76	FS	Hall hazards, storage movement by carts	Referred to Personnel Operations Division and problem partially solved
7)	8/16/76	OMF	Trash piled in corridor	Referred to Personnel Operations Division after inspection by Department Safety Office - Trash removed

	Date	Agency	Situation	Disposition
8)	8/16/76	APHIS	Wires piled in corridor	Corrected by contractor in about one week after referral to Personnel Operations Division
9)	8/20/76	OP	Trash from cafeteria construction work piled in corridor for extended period of time	Referred to Office of Operations and resolved in a timely manner
10)	8/20/76	APHIS	Wires piled in corridor	This was second complaint of #8 above by another person
11)	8/18/76	SCS	Misuse of motorized handcarts	Referred to Office of Operations - they have issued notice on subject
12)	8/20/76	SCS	Health hazard in ladies room	Referred to Buildings Manager and resolved
13)	8/18/76	OO	Employees moving telephones, creating hazard	Publicity on subject
14)	4/1/76	Bureau of Labor - State of Iowa	APHIS employees not wearing personal protective clothing	Responded that due to nature of work, the cited personal protective clothing couldn't be worn
15)	4/5/76	ARS	Exits opening inward and makeshift fire escape ladder	Part of complaint resolved. Recommended ARS budget to completely correct situation
16)	3/18/76	Unknown	Contractors installing tile on ceiling in cafeteria with raised platforms and no guard-rails	Referred to Personnel Operations Division - Contractor notified and situation corrected
17)	12/11/75	FNS	Potential asbestos hazard in ceiling tile	Department Safety Office consulted with Buildings Manager and found no asbestos used

Part VIII

	Date	Agency	Situation	Disposition
18)	8/18/76	FS (referred by OSHA)	Harrassment in carrying out OSHA	In cooperation with FS provided facts of case to OSHA
19)	4/2/76	FS	Acetone smell through vents causing sickness	Inspected by Department Safety Office and then referred to Personnel Operations Division - Some vent modifications made which appeared to correct problem
20)	2/10/76	OS	Forklifts of farm safety material stored for several weeks partially blocking exit	Inspected by Department Safety Office - Contacted person material belonged to and asked that it be moved - Material was moved

Of the 20 reports, 11 involved sloppy storage of material or trash by GSA or contractor personnel in the Washington, D.C. complex. Seventeen of these complaints originated in the Washington, D.C. complex and the complainant contacted the Department Safety Manager as the initial step in the complaint process. The Department Safety Manager will be working closer with GSA and the Office of Operations to improve the quality of maintenance work performed. There are entirely too many justified complaints concerning the hazardous position contractors and GSA are placing USDA employees in.

The Department operates in about 18,000 facilities throughout the country. Each facility is required to be inspected at least annually by employees receiving training in OSHA requirements. High hazard facilities shall be inspected more frequently by qualified safety professionals. High hazard is defined as workplaces where there is an increased risk of accident, injury, or illness due to the nature of the work performed, as in the case of chemical or machine processes or material - handling or loading operations. USDA has 469 high hazard facilities. These are located in the Forest Service (312), Agricultural Research Service (145), Agricultural Marketing Service (10), and Animal and Plant Health Inspection Service (2).

The Department prepared and provided to Agencies a "Facilities Inspection Guide" during the year. Agencies reported on an "Inspection Monitoring Record" their accomplishments. Most Agencies did a commendable job inspecting facilities. Some Agencies made no inspections during the year, including: (1) Farmers Home Administration (1,863 facilities), (2) Rural Electrification Administration (1 facility), (3) Agricultural Stabilization and Conservation Service (2,784 facilities), (4) Ecomomic Management

Support Center (1 facility), (5) Economic Research Service (46 facilities), and (6) Farmer Cooperative Service (1 facility). About two-thirds of the USDA facilities were not inspected in FY 1976. The most frequently cited violations of those facilities inspected included national electrical codes and fire safety codes. The accompanying chart at the end of the section includes a summary of FY 1976 inspections by Agency.

REPORT ON USDA FACILITY INSPECTIONS FY 1976

Agency	Total No. Facilities	No. High Hazard Facilities	Total No. Inspections Made	No. Insp. of High Hazard Operations	No. Facilities Requiring Abatement Plans	Total No. of Standards Violated	No. of Violations	No. of Violations Required to be Budgeted	Total Cost to Correct Deficiencies
OS Staff Offices	29	0	1	N/A	1	8	8	2	0
FS	7,220	312	2,342	81	155	4,295	2,479	1,374	$ 7,530,199
ARS	1,108	145	296	184	93	217	5,175	685	$47,190,439
ES	1	0	1	0	0	0	0	0	0
SCS	3,545	0	3,522	0	Unknown	Unknown	Unknown	Unknown	$ 1,000,000
FmHA	1,863	0	0	0	0	0	0	0	0
REA	1	0	0	0	0	0	0	0	0
AMS	285	10	249	10	0	21	10	1	72
P&SA	13	0	13	0	0	3	3	0	0
APHIS	369	2	232	3	15	15	122	13	$ 16,300
FNS	275	0	2	N/A	0	0	120	16	$ 9,000
ASCS	2,784	0	0	N/A	Unknown	Unknown	Unknown	Unknown	Unknown
FCIC	234	0	25	N/A	0	0	0	0	0
EMSC	1	0	0	N/A	Unknown	Unknown	Unknown	Unknown	Unknown
ERS	46	0	0	N/A	Unknown	Unknown	Unknown	Unknown	Unknown
FCS	1	0	0	N/A	Unknown	Unknown	Unknown	Unknown	Unknown
SRS	45	0	15	N/A	0	1	1	0	0
FGIS	42	0	42	N/A	0	55	6	0	$ 7,500
USDA Totals	17,862	469	6,740	278	264	4,615	7,924	2,091	$55,753,510

SOURCE: USDA Inspection Monitoring Record

Part IX

STANDARDS

The Occupational Safety and Health Administration standards are mandatory as Department standards until the Department determines that other standards consistent with those promulgated by OSHA are necessary. The Department has not found it necessary to promulgate additional standards.

It is a requirement that each establishment with 100 or more employees must maintain a current set of applicable OSHA standards. Employees wishing to review those standards are to contact the workplace designee.

Part X

COMMITTEES

The Department requires that a safety and health committee be established at the headquarters level composed of three or more employee representatives and nine or more agency representatives. The Department Safety Manager is to be Executive Secretary and the Committee is responsive to the Assistant Secretary for Administraiton.

This committee has not been established yet, but will be a priority matter in FY 1977. Agency headquarters and field locations are to establish similar committees.

Attachment 1

Administration of Agency Occupational Safety and Health Program

Agency

Name: U.S. Department of Agriculture

Address: 14th and Independence Ave., SW
Washington, D.C. 20250

Agency Head

Name: Honorable Bob Bergland

Title: Secretary of Agriculture

Address: 14th and Independence Ave., SW
Washington, D.C. 20250

Agency Designated Safety and Health Official

Name: J. Paul Bolduc

Title: Assistant Secretary for Administration

Address: 14th and Independence Ave., SW
Washington, D.C. 20250

Phone No.: 202-447-3291

Agency Safety and Health (Coordinator, Director, Chief, Manager, etc.)

Name: Phillip R. Mueller

Title: Department Safety Manager

Address: 14th and Independence Ave., SW
Washington, D.C. 20250

Phone No.: 202-447-8248

AGENCY SAFETY & HEALTH STAFFING IN NATIONAL & FIELD OFFICES

GS SERIES	GS GRADES															
	5-7		8-10		11		12		13		14		15		16	
	NO	FO	NO	FO	NO	FO	NO	FO	NO	FO	NO	FO	NO	FO	NO	FO
SAFETY ENGINEER (803)																
SAFETY SPECIALIST (018)		1	1	2		3		6	2	2	1					
INDUSTRIAL HYGIENIST (690)																
FIRE PROTECTION ENGR (804)																
OTHER (SPECIFY) Safety Tech. (019) Plant Quarantine Off. Agriculturist Mech. Eng.	1	5			1		1		1							
COLLATERAL DUTY	3	92		54	1	272	2	222	5	90	3	2	15		6	
TOTAL	4	98	1	56	2	275	3	228	8	92	4	2	15		6	

NO=NATIONAL OFFICE FO=FIELD OFFICE

NUMBER OF EMPLOYEES:

National Office 9, 135

Field 104, 057

Total 113, 192

VACANCIES IN SAFETY AND HEALTH STAFFING:

National Offices FGIS, Agency Safety Manager (GS-018-13), 2 Assistant Safety Managers (GS-018-12)

Field FS - Regional Safety and Health Manager ARS - Safety Technician (GS-018-7/9) Beltsville; Safety Specialist, GS-018-11, Orient Point, NY.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 14, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Chairman, World Food and Agricultural Outlook and Situation Board

Pursuant to Secretary's Memorandum No. 1920, dated June 3, 1977, I have designated Mr. J. Dawson Ahalt as Acting Chairman of the World Food and Agricultural Outlook and Situation Board.

Howard W. Hjort

HOWARD W. HJORT
Director of Economics, Policy Analysis
and Budget

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 17, 1977

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MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Assistant
Secretary for Administration

Effective Monday, June 20, 1977, I am designating Mr. J. Fred King as Acting Assistant Secretary for Administration.

John C. White
Deputy Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

Distributed By AMS, AS,
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June 24, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Participation of Rural Development Committees in Rural Residential Energy Conservation Activities

Purpose

The President has stated that one of the most important ways to solve the energy crisis is through a vigorous Energy Conservation Program. This Department is committed fully to supporting the President's objectives to carry out a national program for energy conservation. The Deputy Secretary has been assigned overall Department responsibilities for coordination of energy conservation. Various agencies have specific assignments in this broad field. The Department will use the diversified capabilities of its employees through the State/local system of Rural Development Committees to assist in meeting the energy conservation needs of rural America's homes. It must be clear that in the development of energy conservation activities through Rural Development Committees, such activities will supplement and support assigned agency program activities and not duplicate or conflict with agency activities.

For this effort to be successful, energy-saving activities should include using technical assistance and resources of other Federal agencies, universities, and State and local units of government.

Activities

To meet the variable energy conservation needs of rural America, the staff group for the National Rural Development Committee will work with our field organizations to develop sample action programs that can be adopted by State and local Rural Development Committees to meet local needs. These sample action plans and a set of national guidelines need to be made available to the State Committees at the earliest opportunity. We expect that the energy conservation efforts will range from simple to more complex, and that the total effort will be phased in over a period of time. We envision the phases to be as follows:

Phase I - Weatherization of existing housing, encouraged by rural electric cooperatives, using the FmHA-REA prepared loan program. See USDA news release 757-77 of March 22, 1977, for details.

Phase II - Extension of weatherization program to families not eligible or not served by the REA cooperative in the non-SMSA areas.

Phase III - Other technical programs that will aid rural family residences conserve energy resources. The parameters of Phase III are broad. This should enable Department agencies, working with the State and local committees, to determine community and individual needs and to use available financial and technical assistance to carry out energy conservation programs. Examples of potential activities may include but not be limited to:

- planting of farmstead windbreaks
- using wood to supplement normal heating energy, or total conversion to wood fuels
- use of more energy efficient heating facilities
- encouraging service organizations and others to assist the poor, the aged, and the needy participate in winterization programs

Responsibilities

Under the overall direction of the Assistant Secretary for Rural Development, with the cooperation of other Assistant Secretaries, the National Rural Development Committee will monitor and assist the State Rural Development Committees to carry out energy conservation activities. Please transmit pertinent activity information to your field staffs, initiate necessary technical and economic studies as priorities permit, and provide technical support and loan assistance within legislative and funding constraints.

Instructions and sample plans for implementing State operating plans are currently being prepared. Individual State plans should be prepared upon receipt of this material.

John White

Acting Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 29, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Director, Office of Automated Data Systems

Effective Thursday, June 30, 1977, Mr. Raymond J. Long is designated as Acting Director of the Office of Automated Data Systems.

J. Fred King

Acting Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

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June 30, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Employment of Handicapped Individuals and Disabled Veterans

Every person has the right to receive equal consideration in obtaining employment for which he or she qualifies, regardless of physical handicap. In accordance with the provisions of the Rehabilitation Act of 1973 (Public Law 93-112), as amended, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (Public Law 93-508), the Department of Agriculture will conduct an affirmative action program to enhance employment opportunities for handicapped persons, including disabled veterans. It is imperative that this program have the total commitment of top management.

The Assistant Secretary for Administration has been assigned the responsibility for implementing Department policy. The Department Coordinator, Office of Personnel, will provide general program direction. All major organizational units, including field units with employment authority, shall designate coordinators to insure that program requirements are met.

I am confident that with your leadership and support, the Department of Agriculture will have an active, positive program for employment of physically handicapped persons and disabled veterans.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

July 5, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

The President's Environmental Message

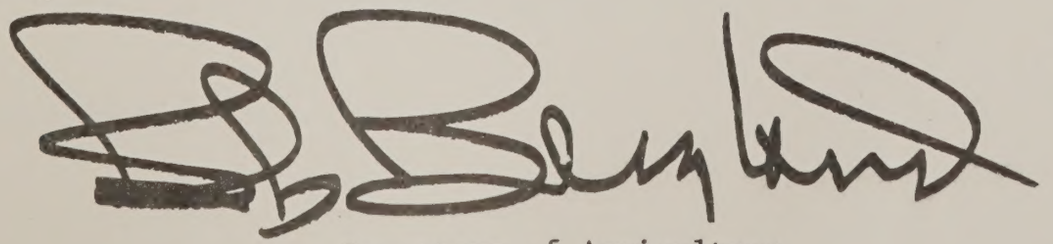
The President's Environmental Message was sent to Congress on May 23. The Department of Agriculture will play an important role in the implementation of many of the actions raised in the Message. I want you to know that the policy set forth in this Message has my complete endorsement. You should make sure that your key officials, both here in Washington and in field locations, receive copies of the President's Message and are fully aware of the President's and my interest in these matters.

As the President states in his Message, the job of providing intelligent stewardship of the environment requires sensitive administration and energetic enforcement of laws that we now have on the books. The complete implementation of these policy initiatives will require your full and unsparing support.

Executive Orders have been issued calling for actions to: (1) protect floodplains and wetlands, (2) control the use of off-road vehicles, (3) restrict the introduction of potentially harmful foreign plants and animals into the United States, and (4) reduce paperwork in the Environmental Impact Statement process. In addition, there are a number of matters wherein the President provides general policy direction that will require the development of budget and legislative proposals, administrative procedures, and management guidelines.

There will be opportunities for you to make recommendations on how these policies should be implemented, and I urge you to take full advantage of these opportunities. In the meantime, you should take steps to make sure that your actions are consistent with the general policy outline in the President's Message.

Finally, I want you to give careful consideration to the financial implications of these actions as you develop your FY 1979 budget. I believe it is important we find the means to carry out the President's policies within the financial and manpower resources that will be available to the Department in the upcoming year, and I intend to assign a high priority to work in these areas.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

July 12, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Distributed By AMS, AS,
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1979 Zero-Base Budget Estimates

The President has completed his spring preview of the budget. His planning ceiling will be in my hands before I receive your proposals on July 15. A June 29 memorandum from the President reads, in part, as follows:

> "I expect you to develop your budget proposals on a zero-base approach within the planning ceilings. If you determine that you must make budget recommendations that exceed the ceilings, then those recommendations must have a zero-base ranking below any proposals included within the ceilings. Because the 1979 budget will determine our ability to achieve budget balance in 1981, I urge you to consider carefully any lower priority proposals outside the ceiling and to avoid them unless the need is quite clear."

I want you to know that I am a proponent of zero-base budgeting. I will devote considerable time this summer to the development of our 1979 Budget. However, the key to this Budget is primarily in your hands since zero-base budgeting is mainly a tool for use by agency level managers in making specific and detailed decisions about their programs. I urge each of you to personally review the program you propose and consider the following:

-- Redirection of resources to highest priority objectives: Zero-base budgeting offers us the opportunity and the challenge to reexamine programs and redirect our resources to our highest priority areas. In the transmittal memo to your Assistant Secretary you should describe low priority work you are reducing or eliminating to make room for more important activities.

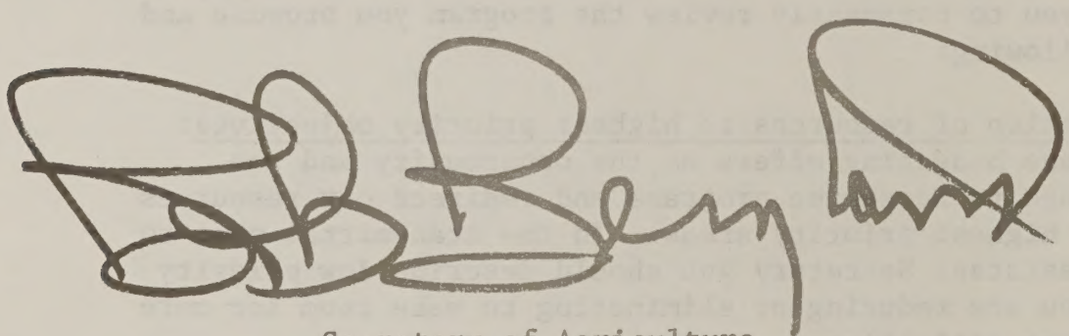
-- Targeting of programs: Most of our programs were originally designed to provide benefits or services to a specific group of people in need of such services. Your budgets should show that you have, in fact, reviewed these needs and targeted your programs to meet them in the most efficient manner.

-- Consideration of the economic impact of programs: Many of our programs have a positive economic impact in that they either generate revenues directly to the Treasury, improve our balance of payments through increased international trade, or create favorable economic results such as increased employment. Each of these improves the revenue side of the budget. We need to pay particular attention to such programs in order to show the positive impact we can have on the economy and specifically on Federal revenues.

-- Control of employment: Tight controls over employment can be expected to continue. The size of our work force should be held to the minimum level necessary to carry out our assigned responsibilities. In developing your proposals, attention should be given to management improvements, increased productivity, elimination of low priority or marginal work assignments, organizational changes, contracting where advantageous to the government to do so, or any other arrangements which will minimize the need for additional personnel in 1979.

Finally, I want to reemphasize the importance of meeting deadlines during this process. It is essential that you submit your budget proposals by July 15 so that we will have an adequate opportunity to review them at the Department level. I have asked the Director, Economics, Policy Analysis and Budget to notify me should any significant delays occur.

I look forward to working with each of you this summer. I know what we are asking will not be easy. However, I believe we have the ability and the dedication in this Department to do a first-class job in developing the 1979 budget.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

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July 19, 1977

MEMORANDUM TO THE HEADS OF DEPARTMENT AGENCIES

Control of Year-End Buying

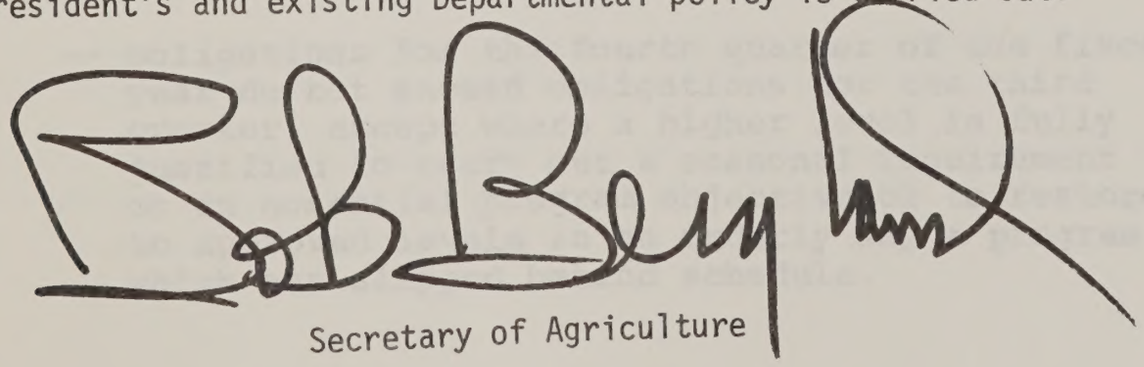
The Department of Agriculture has a longstanding policy to closely control "year-end purchasing." The policy outlined in Section 4-4.5099b of the Agriculture Procurement Regulations states:

> "It is the Department's policy to insure that the same test of need is applied for proposed expenditures at or near the close of the fiscal year as at the beginning or at any other time during the year. No unnecessary expenditure of year-end balances of funds (which would otherwise revert to the Treasury) for supplies, materials, etc., shall be authorized."

The President recently expressed his concern that uncontrolled year-end buying may undermine or offset his commitment to the American people to reduce costs and eliminate waste in the Federal Government. Consequently, he has issued the attached memorandum to all Executive Departments and agencies directing that we take positive action to insure that prudent procurement management practices are followed to achieve these goals.

The President has made a special point of holding fourth quarter obligations to no more than third quarter levels. This means that any fourth quarter increases must be supportable and fully justified consistent with established Departmental policy.

I concur in the President's efforts to control unnecessary fourth quarter expenditures. I will expect you to bring this matter to the attention of your responsible program and procurement managers to assure that the President's and existing Departmental policy is carried out.



Secretary of Agriculture

Attachment

THE WHITE HOUSE

WASHINGTON

June 14, 1977

MEMORANDUM FOR THE HEADS OF

EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Control of Year-End Buying

Your support thus far in our efforts to eliminate duplication and waste in the Federal Government has been gratifying. I appreciate, in particular, your determination and willingness to re-examine existing programs and practices and to apply new procedures and concepts (such as zero-base budgeting) so as to achieve more efficient management and operation of Federal programs.

Consistent with these efforts, I want to bring to your attention a potential problem that needs to be addressed by all of us -- "year-end buying." This becomes a problem when an agency rushes to use funds in the last few weeks of the fiscal year without clear and desirable reasons for doing so. Such a practice is generally an attempt to use up funds that would otherwise lapse because the availability of unobligated funds is greater than is necessary to carry out approved programs.

I do not want "year-end buying" to undermine or offset any efforts to reduce costs and eliminate waste. Prudence must be exercised at all times in purchasing goods and services. Special attention is needed at the year's end to resist the temptation to use up available appropriations unnecessarily. Accordingly, I ask that each of you issue internal instructions in your department or agency to assure that:

-- obligations for the fourth quarter of the fiscal year do not exceed obligations for the third quarter, except where a higher level is fully justified to carry out a seasonal requirement or an essential program objective or to restore to approved levels in an orderly way a program which has slipped behind schedule.

-- orders for supplies, materials, and equipment are kept to the minimum required to meet approved program needs.

-- purchases are managed so that inventories are maintained at low optimum levels.

-- additional purchase orders and contracts for goods or services (for delivery extending into the next fiscal year) are let when doing so results in a cost advantage to the Government.

I count on your full cooperation and personal attention in maximizing the economies that can be achieved through rational control of year-end buying.

Jimmy Carter

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 22, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

The Use of Expert and Consultant Services in USDA

In a recent memorandum, President Carter has stated the need to improve our management of the large volume of consulting and expert services used by the Federal Government. He indicated there is evidence of excessive, unnecessary and improper use of consulting services.

Some areas of concern included:

-- Use of consultants to perform work of a policy-making or managerial nature which should be retained directly by agency officials.

-- Repeated appointments or contract extensions which raise questions whether the work is better suited to other more appropriate arrangements.

-- Use of consultants to provide studies and analyses which have no useful impact on agency operations, either because the subject itself is non-essential or because there are no disciplined agency procedures to (a) check priorities and (b) insure follow-up on the results.

-- "Revolving door" abuses whereby former Government employees may be improperly favored for individual or contracted consulting arrangements.

-- Intra-agency duplication of consultant efforts, especially in large, multi-agency departments such as Defense and Health, Education and Welfare, because there is no central coordination of consulting efforts or dissemination of results.

-- Conflicts of interest between consultants' advice and their other outside financial interests and affiliations.

I cannot stress enough the importance of compliance with Federal and Departmental regulations regarding the use of consulting services.

The proper use of consulting services by the Federal Government is of concern to this Administration and it is up to each one of you to see that it gets the proper attention in your own agency or staff office.

It is your responsibility to ensure that your agency complies with all Federal and Departmental regulations and to see that abuses of the system do not occur. I will hold you responsible if abuses such as those listed occur within your agency.

I have asked the Assistant Secretary for Administration to institute a system to keep track of Department-wide contracting activities. He will be working out the details of the system and will report to me on his progress. I want each of you to insure your agencies full cooperation in the development and operation of this system.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 22, 1977

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MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Employment of Vietnam Era Veterans and Disabled Veterans

The Vietnam Era Veterans' Readjustment Assistance Act of 1974 (Public Law 93-508) requires all Federal Agencies to maximize employment and job advancement opportunities for veterans of the Vietnam Era and disabled veterans.

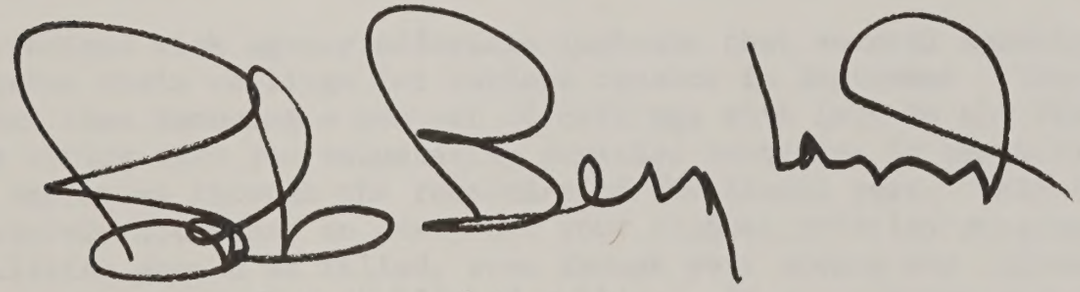
Although the Department of Agriculture has made efforts to employ Vietnam Era Veterans and disabled veterans, employment figures indicate that significant progress has not been made in this area. The unemployment rate for these individuals continues to be exceedingly high.

I am in complete support of the policy expressed in the Law, and believe we must take steps to improve our efforts. I ask each of you to:

Affirm your interest in assisting Vietnam Era Veterans and disabled veterans to get jobs.

Issue policy statements emphasizing support for an affirmative action program to provide jobs (training, development, and advancement) in your Agency.

Review and evaluate on a regular basis activities within your Agency to assure that the requirements of the Public Law and affirmative action program are implemented.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

August 26, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

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A,D

Reduction in Employment Ceilings

The Office of Management and Budget has reduced the Department's ceiling for permanent full-time employees by 825 from the ceilings previously given to you. The Department is expected to be at or below this ceiling by September. Further, the President has indicated his personal interest in maintaining effective controls over employment and has asked to be advised of any agency which exceeds its ceiling.

We have been given the following guidelines to be followed in maintaining employment controls:

-- Ceilings should not be circumvented by temporary layoffs or other actions to attain ceiling levels only for the date that the ceilings are effective.

-- Unavoidable increases in workload should be absorbed.

-- Contracting should be used only in accordance with policies established in OMB Circular No. A-76.

-- Reallocations should be made to meet highest priority programs, especially those vital to human health and safety.

-- Attention should be given to management improvements, more productive workload arrangements, and organizational changes in order to meet the ceilings.

-- Reductions should be accomplished through attrition and reductions-in-force used only if required by program considerations.

Discussions with agency officials indicate that several agencies will be below their ceilings for various reasons in September. Therefore, rather than imposing a new set of ceilings this late in the fiscal year, I am asking that you voluntarily exercise restraint in the hiring of new employees through the remainder of the fiscal year. Only those positions absolutely necessary to carry out your highest priority program responsibilities should be filled, even though your agency may currently be below its previously established ceiling. If we exercise such voluntary restraint, we will be able to meet the President's goal for 1977. On this basis, I am lifting the three-for-four hiring limitation imposed by my memorandum of March 9.

Mr. Lance's letter also establishes a further reduction in our employment ceiling for 1978. I am asking Director Hjort and the Office of Budget, Planning and Evaluation to work with you in reevaluating your 1978 personnel requirements based on the 1978 Appropriations Bill as approved by the Congress. I expect this evaluation to reveal areas where we can make reductions in personnel without eliminating necessary ongoing services. When this review has been completed, we will establish our ceilings for 1978.

John White

Acting Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

September 9 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Controlling Grade Escalation in the General Schedule

The Office of Management and Budget (OMB) has issued a Bulletin which establishes a program for monitoring, evaluating, and controlling increases in the average grade of permanent full-time employees in specific General Schedule occupations within executive branch agencies. This Bulletin (No. 77-11) has been provided to Agency Budget Officers.

To facilitate this effort, OMB and the Civil Service Commission (CSC) have developed a computerized information system for analyzing changes in average grade. The system provides detailed information on specific occupations within each department and its subordinate bureaus where grade escalation has occurred. It also provides comparative cost data to illustrate the cost implications of maintaining the present grade structure in these occupations as opposed to exploring optional structures. Copies of this memorandum and the first report from the system covering occupations in this Department are being sent to your Budget Officer and your Personnel Director. This first report covers the time period March 1974 through March 1977. Subsequent reports will be furnished on a semi-annual basis.

Examination of data from the report for this Department indicates that the cost of the present grade distribution pattern for the following series is markedly higher than the comparative cost if employees were distributed in accord with the Agency 1974 and/or the present Government-wide pattern:

GS-110 Economist
GS-318 Secretary
GS-322 Clerk-Typist
GS-334 Computer Specialist
GS-341 Administrative Officer
GS-343 Management Analysis
GS-414 Entomology
GS-457 Soil Conservation
GS-460 Forestry
GS-462 Forestry Technician
GS-510 Accounting

GS-701 Veterinary Medical Science
GS-810 Civil Engineering
GS-1320 Chemistry
GS-1863 Food Inspection

Data from the report also reveals that the following occupational series have undergone a substantial cost increase due to average grade increase and a high rate of increase in average grade during this period covered:

GS-312 Clerk-Stenographer and Reporter
GS-802 Engineering Technician
GS-807 Landscape Architecture

Each of you has the primary responsibility for ensuring that the above-listed occupational series are reviewed and grade reduction targets set in accordance with instructions in Paragraph 4 of OMB Bulletin 77-11. Proposed grade reduction targets and implementation plans in the attached format should be submitted by you to the Office of Personnel by no later than close of business September 22, 1977. A separate sheet should be prepared for each occupational series. Agencies are cautioned that statistical manipulation of average grade through misuse of personnel authorities will not be accepted as a means of reaching grade reduction targets.

The Office of Personnel will compile the data received from the Agencies, analyze the grade reduction targets and implementation plans, and prepare the Department's proposed average grade targets. These targets will then be provided to the Office of Budget, Planning, and Evaluation for submission to the OMB. The OMB will review and approve the Department's grade reduction targets in conjunction with the normal budget process.

The Office of Personnel will review the semi-annual average grade reports from the CSC to determine progress toward established goals and the need for new or revised targets in those occupational series identified as needing attention.

Inquiries covering this memorandum should be addressed to the Office of Personnel.

J. Fred King

Acting Assistant Secretary
for Administration

Attachment

(Agency Title)

Proposed Grade Reduction Targets for 19BY

Series Code	Classification Title	Agency Title (If Different)	Present Average Grade	Target FY 1978	Target FY 1979	Target FY 1980
343	Management Analysis	- -	11.46	11.39	11.16	10.85

Detail of positions from which average grade is computed

Current Grade Structure: GS Grade	Number in Grade	1978 Estimate: GS Grade	Estimated Number in Grade	1979 Estimate: GS Grade	Estimated Number in Grade	1980 Estimate: GS Grade	Estimated Number in Grade
13	1 = 13	13	1 = 13	13	1 = 13	13	1 = 13
12	8 = 96	12	7 = 84	12	6 = 72	12	4 = 48
11	2 = 22	11	3 = 33	11	3 = 33	11	4 = 44
9	2 = 18	9	2 = 18	9	3 = 27	9	4 = 36
	13 /149		13 /148		13 /145		13 /141
	= 11.46 average grade		= 11.39 average grade		= 11.16 average grade		= 10.85 average grade

Implementation Plans

(Explanation of reduction in average grade shown above.)

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 12, 1977

MEMORANDUM TO: HEADS OF USDA AGENCIES

SUBJECT: USDA Toxic Substances Control Act (TSCA) Work Group

The U. S. Environmental Protection Agency (EPA) is in the process of proposing and implementing regulations to activate the Toxic Substances Control Act (TSCA). The Act presents potential for significant impact on Department activities and on our agricultural constituents.

The Department's initial activity was to clarify the reporting requirements that covered all raw agricultural products not utilized for food or feed. The Environmental Protection Agency has now, by proposed regulation, included raw agricultural products under the "naturally occurring category." This category will be automatically included in the inventory of chemical substances by EPA. Thas has relieved agricultural producers of products such as straw, rice hulls, and wood chips from the reporting requirement.

The Department needs to accept certain responsibilities relating to TSCA. To cover this obligation, Department representatives need to be designated to assist in reviewing EPA proposals, to attend interagency meetings, and to develop proposed responses.

The Agricultural Research Service has offered to furnish a representative to serve as Chairman if it is agreeable to the other agencies. If your agency is interested in being represented on this Department Work Group, please identify someone in your agency who will be willing to participate. I would appreciate your notifying Errett Deck, Room 307-A, by September 19, 1977.

James Nielson

JAMES NIELSON
Deputy Assistant Secretary for:
Conservation, Research, and Education

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 13, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Civil Rights Policy in USDA Programs

President Carter has issued the attached memorandum setting forth the policy of this Administration regarding enforcement of Title VI of the Civil Rights Act of 1964. Title VI prohibits discrimination in Federally-assisted programs on the grounds of race, color or national origin.

I am committed to the principle of equal opportunity for all persons regardless of race, color, sex, religion or national origin in the programs and activities of the Department of Agriculture. We are responsible and we will be held accountable for assuring equal opportunity in what we say and do and in how we carry out our programs.

The following are some general guidelines regarding civil rights in USDA programs. As the Department's first line of leadership, it will be necessary for you to develop specific action steps for implementing civil rights policy in programs under your jurisdiction. The Office of Equal Opportunity will assist you and will help monitor your progress.

1. Civil rights laws, policies and regulations will be applied fairly, vigorously and expeditiously.

2. Each administrator, office director, program manager and line supervisor will be held accountable for demonstrating personal leadership in civil rights.

3. Sufficient resources will be committed to implementing the law.

4. Agencies and offices will establish and incorporate civil rights into their overall planning and evaluation operations.

Your attention is directed to the President's statement on fund terminations as the "preferred method of enforcing Title VI." Furthermore, he states that, "the effective use of the sanctions provided by Title VI is an essential element of this administration's efforts to guarantee that Federal funds do not flow to discriminatory programs."

I, too, am directing that each Agency Head in the Department of Agriculture "must exert firm leadership to ensure" that this law is fully enforced.

Attachment

Secretary of Agriculture

THE WHITE HOUSE

WASHINGTON

July 20, 1977

MEMORANDUM FOR THE HEADS OF

EXECUTIVE DEPARTMENTS AND AGENCIES

Title VI of the Civil Rights Act of 1964 writes into law a concept which is basic to our cou try -- that the government of all the people should not support programs which discriminate on the grounds of race, color, or national origin. There are no exceptions to this rule; no matter how important a program, no matter how urgent the goals, they do not excuse violating any of our laws -- including the laws against discrimination.

This Administration will enforce Title VI. This means, first, that each of you must exert firm leadership to ensure that your department or agency enforces this law.

Second, there must be central guidance and oversight of Title VI enforcement. Executive Order 11764 places with the Attorney General the responsibility for coordinating Title VI enforcement and for approving rules, regulations and orders which departments or agencies issue under Title VI. I want the Attorney General to work closely with each of you to help you make sure that your department or agency is doing an effective job, and I have asked him to give this matter a high priority. The Department of Justice will shortly be contacting each department and agency to determine what action has been taken to comply with the Attorney General's Title VI regulations. You should insist that your staff cooperate fully with the Department of Justice staff as they carry out this task and their other responsibilities under the Executive Order.

Finally, as you know, Title VI was intended to provide an administrative mechanism for insuring equal treatment in Federal programs. Consequently, administrative proceedings leading to fund terminations are the preferred method of enforcing Title VI, and this sanction must be utilized in appropriate cases. There may be some instances, however, where litigation is in order. You must make sure such cases are referred to the Department of Justice. The effective use of the sanctions provided by Title VI is an essential element of this Administration's effort to guarantee that Federal funds do not flow to discriminatory programs.

Jimmy Carter

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

Distribution Made by
Directives Management Staff
Administrative Services Division

September 13, 1977

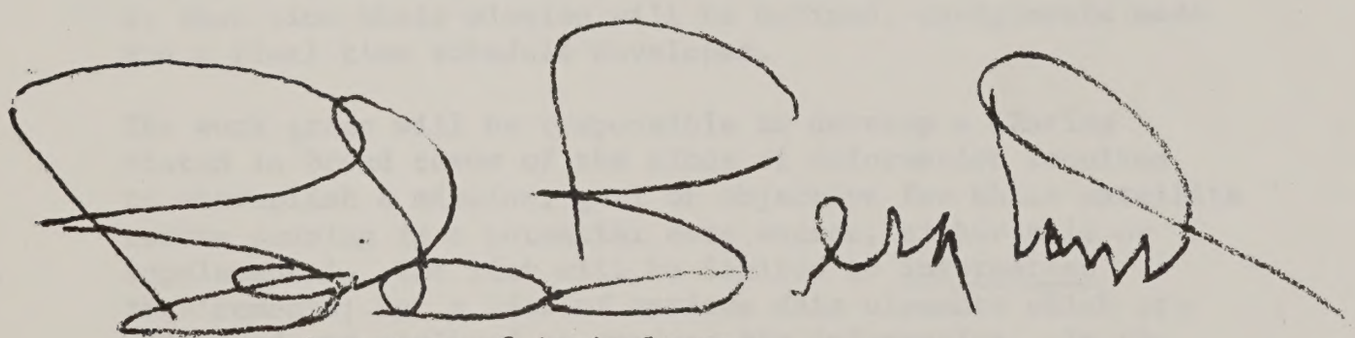
SUBJECT: Interagency Cooperation

TO: Heads of Department Agencies

On September 7, I met with Secretary of the Interior Andrus and NASA Administrator Frosch to review and discuss issues related to the LANDSAT systems including current and future applications of this technology. One point of agreement emanating from the meeting was that to provide guidelines for future NASA programs a listing of information requirements would be developed by USDA and USDI. I will require your assistance in defining these requirements. They must represent the top priority informational needs of the Department which can be aided by this new technology.

I have asked Howard Hjort to steer this effort and to follow up with further definitive material related to what will be required from you. I have also asked Harold Strickland to coordinate a small knowledgeable group from your staff to review the responses and prepare the final listing for my review by November 15.

I would expect your full cooperation in this effort as I am personally committed that this task be accomplished in a timely manner.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

A,D Distribution Made by
Directives Management Staff
Administrative Services Division

SUBJECT: Interagency Cooperation

September 14, 1977

TO: Heads of Department Agencies

The Secretary's Memorandum of September 13 asked that I provide leadership to preparing a list of USDA requirements that will be used to guide future NASA LANDSAT research and development programs. The memorandum also requested that Harold Strickland coordinate a small work group to initiate the first draft of this "Information Requirements" listing and follow through to final preparation for the Secretary's review.

Because of their previous activities and personal knowledge in this area, the following have been selected to comprise the work group:

Ray Dideriksen, SCS
Charles Caudill, SRS
Howard Hill, FAS
Phil Weber, FS
Carl Carlson, ARS
Larry Thomasson, WFAOSB

I would appreciate it if you would make these folks available to participate in this effort.

The first meeting of this work group will take place at Rosslyn Plaza East, Room 1108, on September 16 at 9:30 a.m. At that time their mission will be defined, assignments made and a final time schedule developed.

The work group will be responsible to develop a listing stated in broad terms of the kinds of information required to accomplish a mission, goal or objective for which satellite remote sensing is a potential data source, either sole or supplemental. The list will be limited to information requirements; not a list of various data elements which are collected and analyzed to produce the information. In the following example, expected wheat production would be "information," while the number of acres affected, projected yield, moisture conditions or other evidence of stress, would be some of the data collected and analyzed to estimate production. Current LANDSAT systems capabilities and limitations should not constrain the development of the USDA information requirement list.

This initial effort will be sent to you for comment. Your input will be used by the work group for final polishing prior to the Secretary's review on November 15. Attached is a tentative time schedule for this task.

Howard W. Hjort

HOWARD W. HJORT
Director of Economics, Policy
Analysis and Budget

Enclosure

USDA "INFORMATION REQUIREMENTS TASK

Timetable

September 13	Secretary's letter to Agency Heads
September 14	Hjort's follow-up letter to Agency Heads establishing work group
September 16	Initial meeting of work group to scope task
September 19-30	Work group develops initial draft of "Information Requirements" listing
October 3	Initial draft sent to Agency Heads
October 21	Agency's response to initial draft
October 24 - November 11	Work group prepare final product
November 15	Information requirements listing to Secretary for review

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

September 16, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Government Reorganization

In the Presidential memorandum dated August 12, 1977 attached, the President reaffirmed his commitment to accomplishing the reorganization of Government with a minimum of hardship to employees. He has asked the Chairman of the Civil Service Commission to initiate placement programs that will give all possible assistance to those employees displaced by reorganization, program curtailment or program abolishment.

The purpose of this memorandum is to emphasize my support for the President's commitment and to encourage your cooperation and efforts to accomplish his commitment. My office will be monitoring these programs closely to determine that USDA is doing its part.

The Director of Personnel will issue instructions to your personnel offices as soon as the Civil Service Commission develops programs to implement this placement effort.

Secretary of Agriculture

Attachment

FOR IMMEDIATE RELEASE AUGUST 12, 1977

Office of the White House Press Secretary

THE WHITE HOUSE

MEMORANDUM FOR THE HEADS OF

EXECUTIVE DEPARTMENTS AND AGENCIES

Government reorganization for better Government performance is one of my main goals, and I am encouraged by the progress made so far. How we handle the personnel aspects will be important to our ultimate success. I am committed to accomplishing the reorganization with a minimum of hardship to employees.

The reorganization will unquestionably require consolidation of functions and, in some cases, the closing of certain activities. In the event employees of your agency cannot be transferred with the same functions, you should do everything you can to place them in other suitable positions, including filling vacancies within your agency with qualified employees scheduled to be displaced, working through the Civil Service Commission's Displaced Employee Program to facilitate placements in other agencies, and providing opportunities for retraining.

This is a two-way responsibility. Just as I expect you to give all possible assistance to your own displaced employees, it is also your responsibility to give full consideration to hiring displaced workers of other agencies. This is the only way we can ensure that employees will not be adversely affected by the reorganization.

I have asked the Chairman of the Civil Service Commission to set up additional mechanisms to aid in the placement of employees affected, including mandatory priorities in hiring, and to provide you with other assistance as necessary. Chairman Campbell will follow through with these efforts and will report the results to me.

I am counting on your cooperation and resourcefulness to help us carry out the transition to greater governmental effectiveness as smoothly as we can.

JIMMY CARTER

# # # #

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

A,D Distribution Made by
Directives Management Staff
Administrative Services Division

September 29, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Temporary Assignment of Employees Between Executive Agencies, and States, Local Governments, and Institutions of Higher Education

In his memorandum of February 25, 1977, President Carter informed us of his commitment to involve State and local government officials in the development of policies of his Administration, and instructed all Departments to make sure this commitment is fulfilled. The Intergovernmental Personnel Act (IPA) Mobility Program is an excellent tool to help carry out this important commitment as well as afford Agencies an effective means to assist State and local governments, and provide more and better services for a growing number of citizens.

The Department of Agriculture has been one of the major users of the Intergovernmental Personnel Mobility Program. Since this program began in 1971, the Department has entered into 675 IPA agreements with State and local governments. The Program has done much to strengthen intergovernmental relations and improve the delivery of Government services to the people.

I appreciate the support you have given this Program in the past. I am confident that I can count on your continued leadership. I urge you to inform your managers and employees at all levels of your support for the IPA Mobility Program, and to continue to explore use of the Program as opportunities present themselves.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 29, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Special Assistant for International Scientific and Technical Cooperation

Pursuant to Secretary's Memorandum No. 1926, dated September 27, 1977, Dr. Quentin M. West has been designated as Acting Special Assistant for International Scientific and Technical Cooperation effective October 1, 1977.

Deputy Assistant Secretary
International Affairs
and Commodity Programs

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

September 29, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Administrator,
Economic Research Service

Dr. Kenneth R. Farrell has been designated as Acting Administrator of the Economic Research Service effective October 1, 1977.

Howard W. Hjort

HOWARD W. HJORT
Director of Economics, Policy Analysis
and Budget.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

USDA ERS NEAD
AGRICULTURAL HISTORY
146 GHI BLDG

SUBJECT: Interagency Cooperation - Application of Aerospace Technology to USDA Information Requirements

TO: Heads of Department Agencies

Secretary Bergland, in his memorandum of September 13, 1977, under the subject "Interagency Cooperation," informed you that he was directing a small team coordinated by Harold Strickland to develop a list of Departmental information requirements that could be satisfied wholly or partially by aerospace remote sensing technology. These requirements would be used to provide guidance for NASA in shaping its future applications program.

Recognizing that aerospace remote sensing may offer a means toward the improvement of USDA functions, we should continue to seek technically feasible and economical remote sensing systems that are effective for inventorying, protecting and managing agricultural, forestry, and wildlands resources.

The team does not plan to duplicate the work of the USDA Remote Sensing User Requirements Task Force (RSURTF). The user requirements data catalog and reports developed by RSURTF will provide valuable input to information requirements, documentation and planning.

The team expects to discuss information requirements with Secretary Bergland to determine which are of most importance to him. Based on this meeting and on comments from Administrators of agencies who have a need for such information, the team will prepare a comprehensive plan for discussion with NASA and USDI.

Therefore, we need your input prior to our meeting with the Secretary, in the following areas:

1. Specific comments on the attached outline which is a hierarchal grouping of USDA information requirements developed by the work group based on guidelines in my memorandum of September 14. Consider whether the existing outline adequately covers information categories required in the administration of your Agency that could be assisted by aerospace remote sensing technology.

2. In the administration of the major programs of your Agency, what are the most important information requirements for your decisionmaking process that could be assisted by aerospace remote sensing technology. The team needs your report for developing a Departmental listing of information priorities. Attached are three examples of broad information requirements with further breakdown to serve as a guide for you in scoping the general categories. The work group is responsible for developing a listing stated in broad terms of the kinds of information required to accomplish a mission, goal or objective, and not a list of various data elements which are collected and analyzed to produce the information.

As the team plans to meet with the Secretary about November 15, please have your response to Harold Strickland by October 21.

Howard W. Hjort

HOWARD W. HJORT
Director of Economics, Policy
Analysis and Budget

Enclosures

USDA Work Group Report Outline

9/30/77

IMPROVING TIMELINESS, RELIABILITY AND ACCURACY OF USDA INFORMATION

I. Non-renewable Resources including atmosphere, land and water

- A. Location, extent and use
- B. Condition and production potential
- C. Natural processes

II. Renewable Resources including crop, forest and rangeland

- A. Current inventory of area devoted to important food, feed, forage, fiber and fuel vegetation
- B. In season assessment of vegetation condition and expected production
  1. Early warning of vegetation stress and production shortfall
  2. Weather predictions with associated probabilities for remainder of the growing season
- C. Current assessment of livestock and wildlife conditions and production
- D. Assessment of current transportation and distributional systems: capability and utilization

III. Change including detection, classification, and measurement of changes in resources and the environment

- A. In response to man's intervention
  1. Air and water quality
  2. Soil displacement

3. Vegetation responses
4. Land-use changes

B. In response to natural events
   1. Weather related (flood, wildfire, hail, wind, drought, freeze, etc.)
   2. Pest related (insects, disease, weeds, nematodes, etc.)
   3. Natural process related (land slides, earthquakes, nutrient deficiencies, toxic soil constituents, etc.)

Information Requirements

1. Improving the quantitative predictions of world food, feed and fiber resources

   a. Crop yield models for improving crop condition information and yield estimates for extensive areas.

   b. Assessment of moisture status of crop plants and developing improved water supply forecast.

   c. Provide agricultural crop and soil surveys and delineate growing condition.

   d. Spectral categories related to crop yields, plant maladies, environmental stresses and growing condition.

   e. Develop situation and outlook information system.

2. Inventorying and evaluating land productivity

   a. Optimize the time of application and amounts of pesticides, herbicides, fertilizer, and irrigation water to maximize yield and minimize costs.

   b. Development of unique global weather data sets.

   c. Large area multi-resource inventory and assessment.

3. Monitoring changes affecting the total production and quality of our resources and environment

   a. Impact of cropping activities on hydrologic processes involving geomorphology and water quality (especially sediment).

   b. Prediction and treatment of insect and disease infestations.

   c. Identify cropland development, and trends of land use change.

   d. Predicting the onset and location of forest fires using wind velocity, air temperature and humidity, solar radiation, and the moisture of the ground fuel, measured on site with data relayed via spacecraft for analyses and decisionmaking.

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 8, 1977

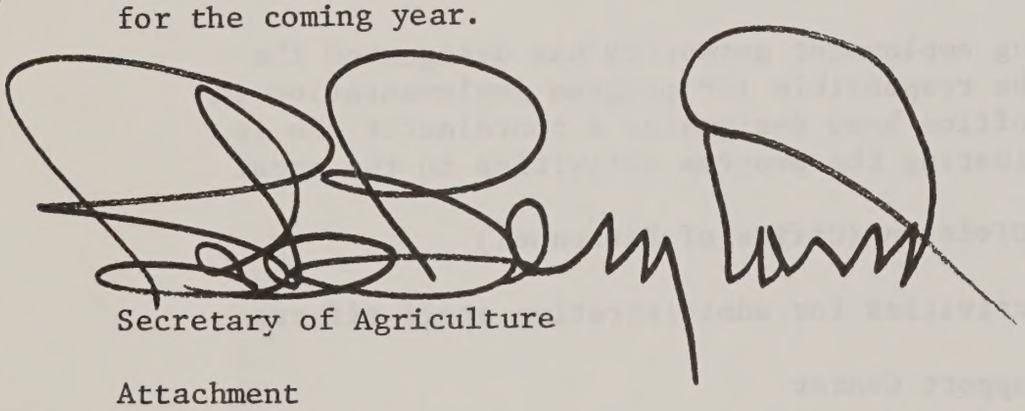
MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Department Affirmative Action Plan for Employment of Physically Handicapped Individuals and Disabled Veterans for 1978

Attached is a copy of the Department's Affirmative Action Plan for employment of physically handicapped individuals and disabled veterans for 1978 which has been approved by the Civil Service Commission. The Plan covers the period from July 1, 1977, to June 30, 1978.

The Plan requires all Agencies to take specific actions to strengthen the Department's program to employ the handicapped. As the Head of your Agency, you are responsible for the action items in the Department's Plan as well as your Agency's Plan. I urge you to review this Plan carefully and take whatever steps may be necessary to carry out all applicable action items.

It is vitally important that you give this Plan your personal support and leadership if the Department is to conduct an affirmative action program for the coming year.



Secretary of Agriculture

Attachment

USDA 1978 AFFIRMATIVE ACTION PLAN

The Department of Agriculture organization includes a total of 21 agencies and nine servicing offices. Agencies are headquartered in Washington, D. C. with field offices in every State and most rural communities throughout the country. A total of 320 offices have employment authority.

Structure for Selective Placement Program

1. Department Level

   A. Assistant Secretary for Administration - Responsible for implementing Department policy for the program.

   B. Department Coordinator for Selective Placement - Responsible for providing general program direction, works with component coordinators on development of action plans, provides advice and guidance to agency coordinators. An individual is also assigned to work with the Department Coordinator on program.

2. Agency Level

   Each Agency Head is responsible for the implementation of the Selective Placement Program within his agency, insuring that staff and budget resources are made available. Each Agency has a designated coordinator located at headquarters level.

3. Field Units

   Every field unit having employment authority has designated the field office head to be responsible for program implementation in his area. The field office head designates a coordinator who is responsible for coordinating the program activities in the area.

4. Personnel Operations Division (Office of Personnel)

   Coordinates program activities for administrative staff offices

5. Economic Management Support Center

   Coordinates program activities for Economic Research Service, Statistical Reporting Service, Farmer Cooperative Service

6. Managers and Supervisors - responsible for carrying out program activities within their units.

Policy Statement

The Department of Agriculture believes that every person has the right to receive equal consideration in obtaining employment for which he or she qualifies, regardless of physical handicap. In accordance with the provisions of the Rehabilitation Act of 1973 (Public Law 93-112), as amended, and the Vietnam Era Vererans' Readjustment Assistance Act of 1974 (Public Law 93-508), the Department of Agriculture will conduct an affirmative action program to enhance employment opportunities for handicapped persons, including disabled veterans. It is imperative that this program have the total commitment of top management.

The Assistant Secretary for Administration has been assigned the responsibility for implementing Department policy. The Department Coordinator, Office of Personnel, will provide general program direction. All major organizational units, including field units with employment authority, shall designate coordinators to insure that program requirements are met.

PLAN OF ACTION FOR 1978

b. Action Items	Implementation Process	Official(s) Responsible	Target Date
1a. Assess Program to identify barriers, determine progress, and make revisions as needed.	Conduct quarterly review of statistics obtained from computer printouts. Develop procedures and criteria for program evaluation. Conduct program evaluation throughout year. Periodic reviews w/agency coordinators Annual Report. Work w/handicapped employees to identify physical and other barriers to employment, training and advancement.	Department Coordinator Component Coordinators Program Evaluation Staff Agency Heads	April 1978
1b. Assure that Buildings and work sites are free of architectural barriers.	This action item is a continuing one. Office of Operations currently working with GSA to develop both short-range and long-range plans to eliminate architectural barriers. Provide parking space for physically handicapped employees, and provide information on other means of transportation (buses, carpools, etc.) Work with GSA on leased buildings to eliminate barriers.	Department Coordinator Office of Operations Administrative Services Divisions or Administrative Officers	on-going. Review 12/77
2a. Reissue policy statement in support of an active, positive program for employment of handicapped individuals and disabled veterans.	Letter to Heads of Agencies. Post policy statement on bulletin boards. Publicize policy statement to Labor and Employee Organizations.	Secretary of USDA Agency Heads Department Coordinator Component Coordinators Employee Relations Staff	September 1977
2b. Issue Agency Action Plan and provide guidelines and instructions for carrying out effective employment program for handicapped persons and veterans.	Distribute plan when approved by CSC. Review Agency Plans of Action, provide guidelines and instructions through Directives, periodic meetings.	Department Coordinator Component Coordinator	Implement by August 1, 1977 review of actions taken by April 1978

temporary basis even though they need permanent full-time employment. Vacancies are reviewed to determine suitability for employment of handicapped persons, but consistent guidance and criteria not available throughout the Department. Efforts to locate disabled veterans through VA facilities has not been productive. Even though contacts are maintained with vocational rehabilitation offices and organizations, experience difficulty in locating qualified applicants when recruiting for specific vacancies.

opportunity for advancement through Upward Mobility Program. Invite representatives from vocational rehabilitation services and private organizations to discuss their facilities. Utilize Unpaid Work Experience Program to provide training for handicapped persons and disabled veterans, and make efforts to provide employment for these persons when they have completed training.

SELECTIVE PLACEMENT PROGRAM

PLAN OF ACTION FOR 1978

a PROGRAM ASSESSMENT

Objective	Situation as it Exists	Opportunities for Change
1. Program evaluation techniques	Use of statistical data limited. Do not have criteria or guidelines for in-depth evaluation. Program Evaluations are not officially included in the responsibilities of the Personnel Management Evaluation Staff. While some agencies have conducted in-house evaluations at field locations, several have not.	Use new system for obtaining statistical data. Conduct quarterly review of statistics to determine progress in hiring. Develop criteria and procedures for conducting program evaluations. Conduct program evaluations for at least 4 agencies during Fiscal Year 1978. Agencies will include program evaluation in ongoing personnel management evaluation efforts at field locations. Office of Personnel for the Department will conduct periodic reviews with agencies on progress in implementing their affirmative action plans.
2. Enhance knowledge, commitment and participation of managers, supervisors and employees	Every agency does not have training seminars and have not included a special session on the Selective Placement Program in their supervisory training programs. Instructions for responsibilities are unclear. While some agencies include information on the program in their newsletters, many do not.	Insure that every agency at all levels conduct at least one seminar for managers and supervisors during the coming year. Work with agencies on developing a session on the program to be included in supervisory training programs. Urge the use of agency newsletters as a valuable source for publicizing the program. Make extensive use of NETH Week to publicize the program.
3. Recruitment	At the present time the majority of physically handicapped and disabled veterans are hired for clerical or aid and technician positions, with little opportunity for employment in professional or administrative positions for which they may be qualified. Many are hired on a	Develop guidelines for reviewing vacancies. Expand outreach activities, participate in more job fairs, career days, etc. Make more use of cooperative education program as a source of employment of handicapped students and disabled veterans. Include physically handicapped employees on merit promotion panels. Physically handicapped employees should receive

b. Action Items	Implementation Process	Official(s) Responsible	Target Date
2c. Enhance knowledge, commitment and participation of managers, supervisors and employees.	Conduct year-round informational program through newsletters, films, workshops, seminars, etc. Work with Agencies to develop training sessions for managers, and supervisors. Publicize name, room, telephone number of coordinators to all employees. Orientation for all new employees. Provide information on a continuing basis to employee groups, organizations (e.g. unions).	Career Development Staff Department Coordinator and Component Coordinators w/assistance of Office of Communication Labor Management Relations Staff	Implement by July 15, 1977 Review by October 1, 1977
3a. Expand and maintain close liaison with Vocational Rehabilitation Services, organizations, Veterans Administration, Veteran organizations, military installations and hospitals, state employment services, schools, colleges, and other sources of applicants.	Renew contacts. Invite representatives from VRS, VA, organizations, etc. to address Agency representatives concerning their services. Provide lists of vacancies to above on regular basis. Participate in job fairs, career days, and veteran organization affairs. Maintain contact with physically handicapped employees as a source of applicants.	Department Coordinator Component Coordinators Personnel Officers	December 1977
3b. Review vacant positions & modify as necessary for employment by physically handicapped persons and disabled veterans.	Develop guidelines for reviewing and modifying vacant positions. Restructure positions and provide special tools and equipment as necessary. Work with supervisors and vocational rehabilitation counselors.	Component Coordinators Personnel Classification Specialists, Personnel Staffing Specialists, Supervisors	Implement by September 1, 1977. Review January 1978

b. Action Items	Implementation Process	Official(s) Responsible	Target Date
3c. Make full use of employment authorities, special programs to provide employment and advancement for physically handicapped individuals and disabled veterans.	Use of VRA, 700-hour authority, Schedule A authorities such as (t), (u), (v), (w), Direct-Hire, Cooperative Education Program, Summer Interns, Federal Junior Fellowships, Upward Mobility, Merit Promotion. Utilize Un-paid Work Experience Program. Insure that personnel specialists have knowledge on use of above authorities and programs.	Employment Officers Personnel Specialists Program Specialists Career Development Staff	January 1978

UNITED STATES DEPARTMENT OF AGRICULTURE

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Directives Management Staff
Administrative Services Division

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 12, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Participation in Meetings and Conferences

The President has directed that members of his Cabinet and top department and agency officials maintain close contact with the people of America. Moreover, he has also stated the policy that Federal officials will avoid participation in any meetings held in facilities that discriminate on the basis of race, sex, religion or national origin.

I am aware that the Department of Agriculture has been seen by many as being unsympathetic to the problems of rural low income and minority people. Since one of our missions is to promote equal opportunity for all persons who participate in our programs and to overcome the effects of past discrimination, it is important that we use every opportunity to convey our concern and commitment on this matter to the public.

1. When preparing to visit the field, be certain you are apprised of any civil rights concerns that exist there.

2. Do not accept invitations from groups or organizations which practice discrimination in any form.

3. Schedule visits that will enable you to include meetings with minority beneficiaries of USDA programs whenever possible.

4. Encourage local efforts to increase minority and women employment in USDA-assisted programs and participation in USDA programs.

5. Include appropriate references to USDA equal opportunity policy in your public and private statements.

This Department exists to serve the needs of persons and communities who depend upon agriculture and associated rural development efforts for their livelihood. We rely upon the good will and support of those we serve. I want us to be sure that we apply this principle with special sensitivity and awareness to minority persons and women.

Bob Bergland

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

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Administrative Services Division

October 25, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Delegation of Authority to Establish and Designation of Acting Director for the Office of Operations and Finance

I have today authorized Dennis C. Boyd to exercise my authority to organize the Office of Operations and Finance (O&F) as ordered by the Secretary in Secretary's Memorandum No. 1927. In this capacity he will be reporting directly to me.

It is my intention that Mr. Boyd serve as Acting Director of the new Office of Operations and Finance as soon as it is formally established. Accordingly, I am today designating Dennis C. Boyd to be Acting Director of the Office of Operations and Finance effective with the publication of Delegations of Authority to that office in the Federal Register.

I will appreciate your extending full cooperation to Mr. Boyd as he undertakes this difficult assignment.

J. Fred King

J. FRED KING
Acting Assistant Secretary
for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 25, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Providing Budget Estimates to Congress

In recent months, officials of the Department have furnished budget estimates on various USDA programs to Congress without coordination and clearance by the Office of the Secretary. As a result, various members and committees of the Congress have had different estimates before them while considering action on legislative matters. These estimates have created considerable confusion and raised questions concerning the credibility of the data provided by the Department. Further, OMB Circular No. A-10 provides that "Budgetary material should not be disclosed in any form prior to transmittal by the President of the material to which it pertains."

In addition, under the Congressional Budget and Impoundment Control Act of 1974 the Congress establishes limits on outlays for each fiscal year. Outlays may vary from budget estimates during the year because of changes in legislation, program regulations, loan levels, etc. Such increases in outlays use reserves in limitations thereby precluding other program increases or supplemental appropriations which we might wish to request.

Therefore, I must reemphasize the importance of clearing all documents which affect budget and outlay estimates with Howard Hjort, Director, Economics, Policy Analysis and Budget, before they are furnished to anyone outside the Department. All such estimates should be submitted to the Office of Budget, Planning and Evaluation and that office will be responsible for obtaining appropriate policy clearances within the Office of the Secretary. The Office of Congressional and Public Affairs will be responsible for determining the manner in which such documents shall be submitted to the Congress.

Through this procedure we will have assurance that budget and outlay information provided to others outside the Department will be consistent with Administration policy and that copies of such estimates will be provided to everyone having a need for the information.

Deputy Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 27, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Part-Time Employment

In his memorandum of September 16, 1977, President Carter stressed the use of part-time workers as an important, but untapped national resource. The employment of older people, those with family responsibilities, the handicapped, students, and others who are unable to work full-time can be valuable additions to an Agency's permanent work force.

I believe we in the Department can identify a significant number of opportunities to employ persons on a part-time basis through the redesign of jobs and work schedules, pilot programs, the review of rules, regulations, and procedures to eliminate artificial barriers.

In accordance with President Carter's request, I ask each of you to establish innovative programs, including those noted above, to expand opportunities for persons seeking part-time employment.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

October 27, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Sex Discrimination

Attached is the President's August 26 Memorandum regarding sex discrimination. I am designating the Director, Office of Equal Opportunity, as the lead official to coordinate USDA activities implementing the President's Memorandum.

Two actions are required at this time:

1. Review all programs you administer to identify any regulations, guidelines, programs and policies which result in unequal treatment based on sex. Report the results of your review to the Office of Equal Opportunity not later than November 15, 1977. Negative reports are required.

2. Develop proposals to change any laws, regulations and policies which discriminate on the basis of sex. It will be necessary for you to coordinate all actions under this requirement with the General Counsel. The Office of Equal Opportunity should be kept informed of all actions until completion.

Although the thrust of the President's Memorandum is directed toward problems of sex discrimination in Federal assistance programs, I believe the actions he directs are equally appropriate to problems of discrimination based on age, and since the Age Discrimination Act of 1975 (P.L. 94-135, dated November 28, 1975) becomes effective in January 1979, you are also requested to include this aspect in your review of laws, regulations, guidelines, programs and policies.

Secretary of Agriculture

Attachment

THE WHITE HOUSE

WASHINGTON

August 26, 1977

MEMORANDUM FOR THE HEADS OF

EXECUTIVE DEPARTMENTS AND AGENCIES

Today, on the anniversary of the ratification of the Women's Suffrage Amendment, I am requesting the Attorney General and all the Federal agencies to cooperate in eliminating sex discrimination from the laws and policies of the United States.

This country has a commitment to equality of opportunity for all citizens, yet a recent report from the Civil Rights Commission indicates that sex discrimination still exists in some Federal laws and policies. Last year the Department of Justice was directed to develop a plan for reviewing and revising Federal laws that discriminate on the basis of sex. At the request of this Administration, Congress has recently appropriated funds for the Task Force on Sex Discrimination in the Civil Rights Division of the Department of Justice to implement the plan.

I am now requesting the heads of all Federal agencies and departments to initiate a comprehensive review of all programs which they administer in order to identify any regulations, guidelines, programs or policies which result in unequal treatment based on sex. Some agencies have already begun such efforts.

I am requesting that the head of each department and agency cooperate with the Attorney General in collecting and furnishing existing information and developing additional information where necessary and that they develop proposals to change any laws, regulations and policies which discriminate on the basis of sex.

I am directing the Attorney General, as chief law officer of the Federal government, to coordinate all of the activities undertaken by the departments and agencies to eliminate sex discrimination. He has sent a letter to each agency today giving details of the proposed procedures.

Where statutory revision or repeal is necessary, I will recommend to the Congress that appropriate legislation be enacted. Where executive action will suffice, I will take appropriate steps to ensure that benefits and opportunities provided by the Federal government are made equally available to all, regardless of sex.

In taking this action, we intend to retain and possibly expand any existing protections and benefits provided for homemakers and families. We believe that offering opportunity to all should not threaten or diminish the protection provided those performing special functions in our society.

Federal law should be a model of non-discrimination for every state and for the rest of the world. The Federal government, which is actively involved in eliminating sex discrimination in many areas, should not uphold it in others.

It is my hope that the project initated today will result in such a model and the goal of equal rights and opportunity for all our citizens under the law will be realized.

Jimmy Carter

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

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Administrative Services Division

October 31, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Implementation of Reorganization of Department and Designation of Acting Administrator of the Economic Research and Statistics Service

Pursuant to the authority conferred upon me by the Secretary in Secretary's Memorandum No. 1927, I hereby designate Dr. Kenneth R. Farrell to take such actions as are necessary to effectuate the consolidation of the Economic Research Service, the Statistical Reporting Service, the Farmer Cooperative Service, and the Economic Management Support Center into the new Economic Research and Statistics Service.

It is my intention that Dr. Farrell serve as Acting Administrator of the new Economic Research and Statistics Service as soon as it is formally established. Accordingly, Dr. Farrell is designated to be Acting Administrator of the Economic Research and Statistics Service effective upon publication of delegations of authority to the new agency in the Federal Register.

Howard W. Hjort

HOWARD W. HJORT
Director of Economics, Policy Analysis
and Budget

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

A,D Distribution Made by
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November 1, 1977

Implementation of Reorganization of Department and Designation of Acting Director of Science and Education

In order to effectuate the reorganization ordered in Secretary's Memorandum No. 1927, I hereby designate Dr. James Nielson to take such actions as are necessary to consolidate the Agricultural Research Service, the Cooperative State Research Service, the Extension Service, and the National Agricultural Library into the new Food and Agriculture Science and Education Administration.

It is my intention that Dr. Nielson serve as Acting Director of Science and Education as soon as the Food and Agriculture Science and Education Administration is formally established. Accordingly, Dr. Nielson is designated to be Acting Director of Science and Education effective upon publication of delegations of authority to the new agency in the Federal Register.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

A,D Distribution Made by
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November 2, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Cutting Federal Red Tape for State and Local Grant Recipients

The President has a firm commitment to make the delivery of Federal aid to State and local governments more efficient and effective through the elimination of unnecessary or duplicative administrative requirements. To bolster his commitment, the President has issued the attached memorandums to all Executive Departments and agencies outlining specific grant administration areas he has targeted for review and corrective action to eliminate some of the burdensome red tape in awarding and administering Federal Grants. The President also has urged improved interagency cooperation on audits, increased Federal coordination with State and local auditors, and increased reliance on audits made by others. I fully support the President in these efforts.

I have directed the Assistant Secretary for Administration to take appropriate measures to insure that the President's commitment is fully implemented in the Department of Agriculture.

These Presidential directives will be incorporated into the appropriate Departmental grant, audit and financial management regulations and operating instructions.

With the full cooperation of you and your responsible program managers and staffs, we can insure that the Presidential mandate to streamline and simplify the administration of Federal grants in this Department will be successful.

Secretary of Agriculture

Attachments

THE WHITE HOUSE

WASHINGTON

September 9, 1977

MEMORANDUM FOR THE HEADS OF

EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Cutting Federal Red Tape for State and Local Grant Recipients

Both my own experience in State and local government and the advice and comments I have received from State and local officials over the past seven months have convinced me of the need to simplify and streamline the administration of the Federal aid system. Many departments have taken significant steps to reform their procedures. More should be done, however, to improve administrative practices, simplify application and reporting requirements, make consultation meaningful and timely, identify and eliminate inconsistent policies and programs, and modernize the way grant payments are made.

Accordingly, I am directing that all Federal agencies take steps to simplify and streamline their administrative procedures consistent with OMB directives. Particular attention should be given to the following areas:

- Application and Reporting Requirements
- Revision of Regulations
- Grant Payments

The specific steps which I am asking agencies to take with regard to grants made to State and local governments are outlined below:

I. Application and Reporting Requirements

- Timely Distribution of Reporting Forms. Reporting forms and requirements developed by program agencies for the use of State and local participants in Federal grant programs should be distributed as part of the application process or should be released no less than two months before aid recipients are required to begin collecting data. No agency may request information on grant activities

from recipients for periods during which the reporting format was unavailable except when the Secretary personally determines otherwise within guidelines issued by the Director of the Office of Management and Budget (OMB).

° Review and Comment. Agencies should provide an opportunity for users and interested members of the public to comment on all proposed new application and reporting forms to be filled out by State and local grant recipients.

° Duplicative Requests for Information. In supporting grant modifications or renewals, State and local governments shall be required to submit only new and updating material, thereby eliminating the need to submit information provided with the original application.

° Standard Forms. All Federal agencies shall use the standard application and financial reporting forms developed by OMB pursuant to OMB Circular A-102. The standard forms shall be used to fulfill all agency financial reporting requirements except that additional data specifically required by statute or the Congress and not covered by the standard forms may also be requested. Agencies shall work with OMB from time to time to revise the existing standard forms where experience indicates that a change is necessary.

° Federal-State-Local Cooperation in Data Collection. Agencies should establish cooperative data collection programs with State and local governments wherever practical to eliminate duplicative reporting of similar data by more than one level of government, so long as no legal prohibition against this exists.

° Signatures. Federal agencies should ensure that no State or local chief executive officer or other certifying official is required to sign a single reporting or application submission to Federal agencies more than one time, except as specifically required by law.

- Copies. Applicants and grantees shall be required to submit to Federal agencies no more than one original and two copies of any application, financial or performance report.

II. Revision of Regulations

- Phase-In of Changed Regulations. Whenever an agency revises a grant-in-aid regulation, grantees then participating in the program will normally not be required to comply with the revised regulation until the beginning of the first grant program year after the effective date of the new regulation. Exceptions would be when (1) immediate compliance is specifically required by law, or (2) the head of the promulgating agency demonstrates that deferral of the regulations would be detrimental to the public health or safety, or the rights of individuals. Grantees may choose to comply with the revised regulations immediately upon promulgation.

III. Grant Payments

- Full Usage of Letters of Credit. Agencies should work with the Department of the Treasury to convert all eligible grants to letters of credit. Grant payments should be made by letter of credit if they are advanced for costs incurred and if they are made over a period of at least a year.

- Timely Reimbursements. Agencies should work with OMB and the Department of the Treasury to reduce to a minimum the time it takes to pay grantees under reimbursable programs.

- Electronic Funds Transfer. Agencies should work with the Department of the Treasury to identify grant programs for inclusion in an electronic fund transfer system as Treasury develops its EFTS capability for making payments to State and local governments.

- Identification of Grant Payments. Agencies should label all checks sent to grant-in-aid recipients, indicating the program to which each grant payment shall be credited. The Department of the Treasury will provide guidance on procedures.

I have asked that the Director of OMB take overall responsibility for implementing these directives except that those matters relating to grant payments shall be the responsibility of the Secretary of the Treasury.

Jimmy Carter

THE WHITE HOUSE

WASHINGTON

September 9, 1977

MEMORANDUM FOR THE HEADS OF EXECUTIVE

DEPARTMENTS AND AGENCIES

SUBJECT: Sharing Federal Audit Plans

The Administration is committed to forging new ties of cooperation among all levels of government. We want to eliminate the duplication and wasteful effort that too often has accompanied the management of Federal grants to State and local governments.

One area where improvements can be made is in coordinating the audit of these grants. All three levels of government have audit responsibilities, but it does not make sense for them all to audit the same transactions. Therefore, in order to improve coordination, I am ordering all Federal executive agencies to make public the State and local portion of the annual audit plans required by Federal Management Circular 73-2. The plans will be available to State and local governments, to the National and Regional Intergovernmental Audit Forums, and to other interested parties. The plans would also be available to the general public, and would be submitted to OMB prior to the beginning of the fiscal year in which they are to be implemented. They should be updated periodically throughout the year as significant changes are made.

I expect Federal agencies to use their audit plans as a basis for making greater efforts to improve interagency cooperation on audits, to increase Federal coordination with State and local auditors, and to increase reliance on audits made by others.

Jimmy Carter

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 2, 1977

A,D Distribution Made by
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Administrative Services Division

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Deputy Assistant Secretary for Conservation, Research and Education

Effective immediately, Mr. Richard L. Duesterhaus shall serve as Acting Deputy Assistant Secretary for Conservation, Research and Education during the absence or unavailability of the Deputy Assistant Secretary for Conservation, Research and Education.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 2, 1977

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MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Minority Business Enterprise

On September 12, 1977, a meeting of the Interagency Council for Minority Business Enterprise (IAC) was held at the White House. Deputy Secretary, John C. White, represented the Department at this meeting.

Attached is a statement issued by President Carter charging the IAC with responsibility to promote, coordinate and monitor federal programs relating to minority business enterprise. The President, in his statement, initiated actions to provide a focus for efforts of the Administration. Steps to accomplish these initiatives have already been activated.

I fully endorse the minority enterprise program and the actions set forth by the President. The Department's Office of Equal Opportunity will be working closely with the Committees of the IAC to develop strategies that will assist in the development of minority business.

Responsiveness toward these programs and achievement in meeting the goals of minority programs is essential. I urge everyone involved to give their enthusiastic support and to make every effort to achieve progress.

Attachment

J. Fred King

Acting Assistant Secretary
for Administration

EMBARGOED UNTIL AFTER THE BRIEFING September 12, 1977

Office of the White House Press Secretary

THE WHITE HOUSE

STATEMENT BY THE PRESIDENT

During the last decade the Federal government has played a crucial role in stimulating the development of minority businesses in this country. Working in partnership with private enterprise, the government has sought to promote participation in our economy by entrepreneurs from socially and economically disadvantaged segments of society. There have been some successes and some failures in these minority business development efforts, but the important benefits to society to be gained from these efforts have never been questioned. Building strong minority business enterprises is in the national interest because they contribute to our efforts to reduce unemployment and to stimulate community development.

It is the policy of this Administration to promote the development of minority business enterprise. The experiences of the past decade show that the government cannot solve all the problems in this area, but government at all levels has an important leadership role. This Administration will actively support minority business development, and we strongly encourage the private sector to increase its involvement in this area. The overwhelming majority of existing minority businesses are in the retail and service fields. While I am confident that businesses in these areas will continue to prosper, it is my hope that we can promote the participation by minorities in industries with growth potential such as energy and telecommunications, where opportunities for development are greatest.

I have discussed this matter with the members of my Cabinet and found enthusiastic support among them for the Federal government's promotion of minority business development. Some departments already have ongoing minority business development activities, but others do not. We must improve the performance of existing activities and create programs in other departments in recognition of the fact that all departments of government have a role to play in minority business development.

I intend to rely on the Interagency Council, chaired by Sidney Harman, the Under Secretary of Commerce, to promote, coordinate and monitor federal programs relating to minority business enterprise. The Council should meet regularly to make certain that the issue of minority business development receives the attention of policy-makers at the highest level of the government.

In order to provide a focus for our efforts and to set achievable goals for this Administration, I have taken the following actions:

First, I fully endorse the efforts underway to revamp and improve the SBA Section 8(a) program. Vernon Weaver has established an 8(a) Review Board. I have asked him to move expeditiously and to consult with interested members

of Congress and other concerned citizens to make certain that this key program operates in the most efficient, effective and fair manner possible. We should not permit our disappointment at the manner in which this worthwhile program has been administered in the past to diminish our desire to make it work.

Second, I have instructed all Executive departments to work with the Office of Minority Business Enterprise and the Small Business Administration to devise effective minority business assistance programs.

Third, I have asked the Office of Federal Procurement Policy to review and to revise procurement regulations to assure adequate involvement of minority and small business firms by requiring that recipients of major federal contracts show how they will involve minority and small businesses before rather than after a contract has been awarded.

Fourth, I have requested that the Treasury Department as an Interagency Council member, lead a task force to prepare a report on sources of capital and mechanisms for financial assistance for minority business.

Finally, I have instructed all Executive departments to double their purchases of services from minority firms through direct and indirect procurement activities during the next two fiscal years and to report to me on their progress in meeting this goal. This increase should raise the level of Federal government purchases from minority firms to about one billion dollars. We will closely monitor the effort of each department to see that this goal is achieved.

I believe that we should improve and strengthen existing programs rather than make wholesale changes at this time. However, we will assess the operation of these programs under their new leadership, and we will not hesitate to recommend changes where they seem warranted.

These steps provide a good beginning for our efforts in this area. We will show steady and sustained progress throughout my term of office in promoting the development of minority business enterprise.

# # # # #

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

A,D Distribution Made by
Directives Management Staff
Administrative Services Division

November 3, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Presidential Domestic Policy Review System

The President has established a Domestic Policy Review System to coordinate the development of the Administration's position on selected key domestic policy issues. This system will provide an opportunity for greater Departmental participation in the domestic policy decision process. A copy of the President's memorandum establishing the system is attached.

Responsibility for implementing the system within the Department of Agriculture is assigned to the Director of Economics, Policy Analysis and Budget. Recommendations for domestic issues which you wish to include in the system should be made as a part of your monthly update of the decision calendar. For those items which are adopted you may be asked to work with the Director of Economics, Policy Analysis and Budget in the development of the necessary information.

This system provides the Department with an excellent opportunity to become more directly involved in Presidential decisions regarding major issues. I know that each of you will help us present USDA's position on major issues as effectively as possible.

Secretary of Agriculture

Attachment

THE WHITE HOUSE

WASHINGTON

September 14, 1977

MEMORANDUM FOR THE HEADS OF EXECUTIVE

DEPARTMENTS AND AGENCIES

SUBJECT: Establishment of the Presidential Domestic Policy Review System

The Presidential Domestic Policy Review System is hereby established to coordinate the work of the Departments and Agencies in developing the Administration's position on selected key domestic policy issues.

OBJECTIVES

This System was recommended in the Reorganization Project's report on the Executive Office of the President as a means to ensure greater Department and Agency participation in the domestic policy decision process. The System's principal objectives are to:

-- Ensure that the full resources of government are brought to bear on particular domestic issues in a timely manner;

-- Provide a full range of realistic and properly staffed options on an issue;

-- Encourage advance planning and priority setting to promote coordination among issues;

-- Establish procedures to ensure that Departments and Agencies have the opportunity to comment on issues relevant to their expertise and policy responsibilities; and,

-- Provide for systematic follow-up on Presidential decisions.

MEMORANDA AND PROCEDURES

The System will make use of the following memoranda and procedures:

-- Issue Definition Memorandum

Issues for inclusion in the Domestic Policy Review System will be selected through an Issue Definition Memorandum submitted for Presidential

approval by the Assistant to the President for Domestic Affairs and Policy (at his initiative or the request of a Department or Agency) after full consultation with the Vice President, all affected Departments, Agencies, and senior Presidential advisers. The Issue Definition Memorandum will briefly state the questions to be covered and the Agencies to be involved, and shall designate a lead Agency and the membership of a coordinating committee at the Cabinet or sub-Cabinet level -- including representatives of all participating Agencies. The memorandum shall include a date for submission of a Response to the memorandum. Upon Presidential approval, the Issue Definition Memorandum will serve as a directive for analysis to begin on the questions defined.

-- Response Memorandum

The lead Agency will take responsibility, in coordination with the Domestic Policy Staff and with the full assistance and cooperation of participating Agencies, for development of a Response Memorandum providing background, analysis of decision options, and Agency recommendations on questions identified in the Issue Definition Memorandum. The Response Memorandum should analyze the issues set forth in the Issue Definition Memorandum and, in doing so, reflect the views of all Agencies represented on the review committee, as well as any other Agencies affected by the Memorandum.

-- Decision Memorandum

Where appropriate, a Presidential Decision Memorandum summarizing decision options will be prepared by the Domestic Policy Staff with review by affected Departments and Agencies and Senior Presidential advisers.

-- Domestic Presidential Directive

Where appropriate, Presidential decisions will be set forth through a Domestic Presidential Directive.

ORGANIZATION

Because of the number of Departments and Agencies involved, there will be no permanent standing committees associated with the Domestic Policy Review System. There will, however, be a coordinating committee established for each issue and the composition of that committee will be defined in the Issue Definition Memorandum.

A member of the Domestic Policy Staff will be assigned responsibility for working with the appropriate lead Agency. In addition, these committees will normally include representatives from OMB and CEA.

ALTERNATIVES TO MEMORANDA PROCESS

Domestic issues which otherwise would be covered by the Domestic Policy Review System may have to be handled differently because of excessive time pressures or unusual policy sensitivity. And on some domestic policy issues, extensive and formal interagency coordination will simply not be required. However, in each of these circumstances, the intent of the System is to establish early and extensive involvement between the Domestic Policy Staff and the affected agencies, whether through the Memorandum process or more informal communication.

CONFIDENTIALITY

Use of this process will result in increased circulation of domestic policy documents. Circulation of draft Memoranda must be closely supervised by all parties to maintain confidentiality and avoid premature disclosure.

IDENTIFICATION OF CURRENT ISSUES

As a first step in implementing the new System, I would like each of you to submit a brief list of domestic issues (indicating priorities among them) to Stu Eizenstat, for possible inclusion in the Domestic Policy Review System. The list should be limited to those issues which have substantial impact on domestic policy and which require significant interagency involvement. The list should be submitted by September 23.

Jimmy Carter

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 23, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Director for the Office of Governmental and Public Affairs

James Webster is authorized to organize and establish the Office of Governmental and Public Affairs (OGPA) as I ordered in Secretary's Memorandum No. 1927. I intend that Mr. Webster shall serve as Acting Director of the OGPA when it is formally established. Accordingly, I am designating James Webster to be Acting Director of the OGPA effective with the publication of Delegations of Authority to that Office in the Federal Register.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 23, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

International Year of the Child

As you may know, the United Nations General Assembly has named 1979 as the International Year of the Child. The International Year of the Child will be concerned with the welfare of the children of all nations, including those of the United States, and will help to raise the consciousness of children's needs everywhere.

President Carter wholeheartedly supports this program, and the United States Government has elected to focus its participation on the theme, "The Family and the Child." The U.S. Department of Agriculture, along with other governmental agencies, has been asked to review its programs in order to identify areas which contribute to the stability and well-being of the family and the child.

I have asked Dr. Quentin M. West, Special Assistant for International Scientific and Technical Cooperation, to coordinate USDA's participation in the program on an inter-agency level. Each USDA agency will be asked to assess its own programs as they might apply to the International Year of the Child; Dr. West will contact you on this.

Your help in creating a meaningful USDA contribution will be appreciated.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

November 29, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Personnel
Office of Governmental and Public Affairs

The following individuals are designated to serve in the positions indicated in an acting capacity. These designations are effective immediately.

K. Richard Cook - Deputy Director for Congressional Affairs

Maynard C. Dolloff - Deputy Director for Intergovernmental Affairs

Edwin W. Goodpaster - Deputy Director for Public Affairs

Claude W. Gifford - Assistant Director for Publications and Visual Communication

Stanley D. Weston - Assistant Director for Information

JAMES WEBSTER
Acting Director, Office of Governmental
and Public Affairs

USDA ERS NEAD
AGRICULTURAL HISTORY
146 GHI BLDG

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 2, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

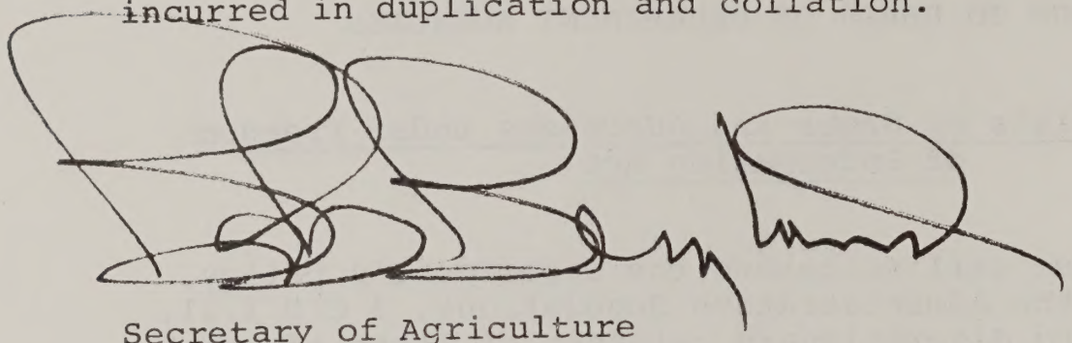
Releases of Lists of Names and Addresses under Freedom of Information Act

This memorandum will reiterate the Department's policy, contained in the Administrative Regulations, 7 CFR 1.11, with respect to discretionary releases of lists of names and addresses under the Freedom of Information Act (FOIA). This policy does not apply to requests for documents, including lists of names and addresses, which are subject to mandatory disclosure under the FOIA. I.e., requested documents which do not fall within any of the FOIA's exempted categories are subject to mandatory disclosure and may not be withheld from a requester; therefore, the Department's policy on discretionary release does not apply.

The Department's policy, briefly stated, is that (1) all agency records, except those specifically exempted from mandatory disclosure under the FOIA, shall be made promptly available to any requester; (2) an agency may, in its discretion, release records exempt from mandatory disclosure under the FOIA, except where disclosure is specifically prohibited by Executive order, statute, or applicable regulations, whenever it is determined that such disclosure would be in the public interest; and (3) releases of lists of names and home addresses of Department employees, or of lists of names and addresses of farmers or other persons, for political purposes will in no event be considered to be in the public interest, nor will releases of such lists for commercial solicitation purposes be considered to be in the public interest unless release has been specifically authorized by the listed individuals.

In addition, it shall henceforth be the policy of this Department to assume, in the absence of information to the contrary, that requests for such lists made by Members of Congress are for purposes of education or dissemination of information. When providing any such list to a Member of Congress, the Member should be notified that we are notifying the Federal Elections Commission of our cooperation and reminded that the list cannot be used for political purposes.

Further, when such lists are made available to Members of Congress, a charge shall be made under the fee schedule set forth in 7 CFR Subpart A, Appendix A, for the costs incurred in duplication and collation.



Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 9, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Presidential Recognition Program

President Carter's memorandum of October 19, 1977, (copy attached) announces a special ongoing program to recognize Government employees whose outstanding ideas or achievements contribute to cost reduction or other areas of concern such as energy conservation.

I fully support the President in his objective to involve all employees in helping to improve and restructure the Government, and to recognize significant accomplishments.

Men and women who do more than the job requires, or who contribute innovative ideas are the key to making our programs more effective. To encourage extra effort, managers at all levels must provide a work environment in which people are motivated to do their best.

The Incentive Awards Program provides cash awards for employees whose suggestions or achievements benefit the Government. High quality job performance can be rewarded in cash or an increase in salary. Within the Secretary's Honor Awards Program, I will recognize those whose service far exceeds that expected of them.

But in addition to these awards, I will recommend that Presidential letters of commendation be issued to deserving candidates that you identify as making contributions that:

-- result in first-year benefits of $5000 or more; or

-- represent exceptional achievement in the areas of energy conservation, reorganization, paperwork reduction, regulation reform, or zero-base budgeting.

Nominations eligible for consideration for the 1978 Presidential Management Improvement Awards must have had USDA recognition since January 1, 1977, and be submitted to the Director of Personnel through the appropriate Assistant Secretary or Director, by December 30, 1977. Detailed procedures will be issued by the Office of Personnel.

I ask that you take a personal interest in the employee suggestion system and recognition program within your agency. Your support and leadership can provide the motivation needed to stimulate ideas for improvement on a continuing basis.

Secretary of Agriculture

Attachment

THE WHITE HOUSE

WASHINGTON

OCT 19 1977

MEMORANDUM FOR THE HEADS OF

DEPARTMENTS AND AGENCIES

If we are to improve the quality and performance of our government, we must involve all government employees in that task. We need their determination, their energy, and their ideas to set high standards and see that we meet them. One way to give public employees a greater stake in the government's performance is to recognize those who have made exceptional contributions -- especially, these days, in the crucial area of energy conservation.

I intend to recognize these major contributions myself, to illustrate the importance I attach to them. Therefore, I want you to bring to my attention contributions by civilian and military personnel, recognized through awards made under the Federal Government's Incentive Awards Program since January 1, 1977, which produce first-year benefits of $5,000 or more. I also intend to recognize energy-saving actions, when you are satisfied that they are especially significant and deserve additional recognition. The best of these contributions will be considered for Presidential Management Improvement Awards, to be presented at a White House ceremony early next year.

I urge you to give your full support to this special effort. I ask that you review the structure and processes within your agency to ensure that they encourage your employees to develop and propose innovative ideas. In order that this effort, and my interest in its success, be made clear, I want you to convey this message to all civilian and military personnel along with your own expression of the need for their personal involvement.

Jimmy Carter

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 9, 1977

MEMORANDUM TO ALL EMPLOYEES

Presidential Recognition

If you have received an award since January 1, 1977, for a suggestion or special achievement that saved the Government $5,000 or more, your supervisor may recommend that you receive a letter of commendation from the President. In addition, major accomplishments in these areas may also be considered for recognition:

--Energy conservation
--Reorganization
--Paperwork reduction
--Regulation reform
--Zero-base budgeting

Highly significant contributions submitted to the White House before January 10, 1978, will be eligible for the 1978 Presidential Management Improvement Awards.

The President is firmly committed, as I am, to actively involving all employees so that we can provide the best service possible to the public.

Special efforts to accomplish more than the job requires are appreciated and can be appropriately recognized through cash awards or an increase in pay.

I welcome your suggestions on reducing costs and improving efficiency. Your supervisor or your personnel office can help you develop proposals that you believe benefit the Department.

This new Presidential Recognition Program varies from the last year's Cost Reduction Campaign in that many areas of concern to the President will be recognized on a continuing basis.

Thank you for your support.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 13, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Weather-Water Allocation Study

To carry out the provisions of section 1460 of Public Law 95-113 (Food and Agriculture Act of 1977), I hereby authorize the Director of Economics, Policy Analysis and Budget to establish a task force composed of representatives of agencies of the Department designated by the Director to conduct the required weather and water allocation study. The task force will receive directions and guidance in carrying out this study from the Chairman of the World Food and Agricultural Outlook and Situation Board.

The task force will submit its findings and recommendations to the Director by August 1, 1978, to enable the Department to prepare a timely report to the President and Congress.

I ask that every agency head cooperate fully with the Director and make personnel and information available as requested.

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 16, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Deputy Assistant Secretary for International Affairs and Commodity Programs

Effective December 16, 1977, I am designating Mr. Elmer K. Klumpp as Acting Deputy Assistant Secretary for International Affairs and Commodity Programs.

Secretary of Agriculture

USDA ERS NEAD
AGRICULTURAL HISTORY
146 GHI BLDG

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 16, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Placement Assistance for Displaced Employees of the Frankford Arsenal

Secretary of Defense Harold Brown has written to me asking for my personal support for special placement assistance for displaced employees of the Frankford Arsenal which was recently closed. Approximately 600 displaced employees of the Frankford Arsenal still need placement assistance.

In keeping with President Carter's announced policy to minimize the effects of base closings and reorganizations, I am asking each USDA Agency with offices in the Philadelphia, Pennsylvania commuting area to provide the maximum possible assistance in placing these employees. I expect that before any USDA vacancy in the Philadelphia, Pennsylvania Metropolitan Area is filled from a Civil Service register, or by transfer or reinstatement, that you will first determine that there are no qualified displaced employees available. Further, I would expect that your evaluation of qualifications will be as liberal as possible consistent with efficient operations.

I shall appreciate your strong support of this special placement program.

Bob Bergland

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 19, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

President's Executive Interchange Program

In his memorandum of October 26, 1977, President Carter announced his endorsement of the President's Executive Interchange Program. This Program is designed to give executives from the Federal government and the private sector the opportunity of working in responsible positions in the opposite sector for a one-year period, for the purpose of improving understanding between both sectors and for the exchange of new, effective management techniques and methods.

I fully endorse the President's Executive Interchange Program and the valuable experience that it can provide. I urge you to make a concerted effort to participate in this worthwhile endeavor by seeking out nominees from career employees of your Agency for assignment in the private sector, and identifying top management positions for the assignment of executives from the private sector.

The Director of Personnel will administer the Program, and will be contacting your office in the near future to follow up on this request.

Secretary of Agriculture

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UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

December 27, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

President Carter's Memorandum on Discrimination on the Basis of Sex in Federal Employment

Printed on the reverse is a copy of a memorandum signed by President Carter on November 17, 1977, stating his commitment and proposed actions for assuring that women are provided greater opportunity for employment and advancement in Government. This applies not only to appointive positions, but to career positions as well. I heartily endorse his commitment and ask that each of you show your support by real affirmative action within your respective Agency.

Secretary of Agriculture

USDA ERS NEAD
AGRICULTURAL HISTORY
146 GHI BLDG

THE WHITE HOUSE

WASHINGTON

November 17, 1977

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES

Executive Order 11375, signed by President Johnson on October 13, 1967, prohibited discrimination on the basis of sex in Federal employment. Ten years later, it is an appropriate time to reaffirm the Executive Order, assess the progress we have made, and evaluate our current efforts to be a truly equal opportunity employer.

In recent months we have made substantial progress in appointing women to responsible non-career positions; I would like to carry this commitment and effort into the career service as well.

Special efforts will be required from all of us to achieve our goal. I have already asked each of you to cooperate in eliminating sex discrimination from our laws and policies. Today I ask that you work, aggressively and creatively, to provide maximum employment opportunities for women in the Federal career service. This means developing, within merit principles, innovative programs to recruit and hire qualified women and to be sure they have the opportunity for satisfying career development.

As part of the President's Reorganization Project, the Personnel Management Project will soon propose program and policy changes for the civil service system. These proposals will have an impact on the employment and advancement of women, and that impact will receive thoughtful consideration.

I will also be receiving reports from the Chairman of the Civil Service Commission on the progress that you are making in increasing the numbers of women in the mid- and senior levels of your organizations. I expect to see significant improvements made in your department or agency as a result of your personal initiatives, and I hope you will be especially sensitive to the concerns of older women and women from minority groups.

Jimmy Carter

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 29, 1977

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Acting Deputy Director of Economics, Policy Analysis, and Budget

Effective immediately, Mr. John Simpson is designated as Acting Deputy Director of Economics, Policy Analysis, and Budget.

Secretary of Agriculture